



JEBSEN & JESSEN



Sustainability Report 2026

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Heinrich Jessen

Chairman, Jebsen & Jessen Group

Chapter 1: Chairman's Message

At Jebsen & Jessen, sustainability is integral to how we manage risk, identify opportunities and support long-term enterprise value creation. We take a disciplined approach to strengthening business resilience, grounded in integrity, sound governance and prudent decision-making across our operations.

In 2025, we reached an important milestone with the completion of our first Group-wide double materiality assessment.

This process enhanced our understanding of sustainability-related risks and opportunities that could reasonably be expected to affect the Group's financial performance, position and prospects, as well as areas where our operations could impact people, the environment and our stakeholders at large.

It directly informed the refinement of our sustainability strategy, prioritising six critical material topics most relevant to our long-term resilience and value creation, each supported by defined targets and action plans at both Group and business unit levels.

During the year, we continued to embed sustainability considerations into our governance and management processes. Clear responsibilities are established across management levels, supported by the new Group Sustainability Committee and integrated reporting.

These structures, put in place after a timely review, strengthen the management's ability to monitor emerging risks, assess performance and align operational decisions with long-term strategic objectives.

From an environmental perspective, climate change and energy remain our primary focus areas, reflecting their relevance to our operating model and exposure to both physical and transition risks.

We continue to maintain carbon neutrality for Scope 1 and Scope 2 emissions, while progressively strengthening data coverage and internal controls for material Scope 3 emission categories. In parallel, we continued to advance renewable energy adoption and energy-efficiency initiatives across our manufacturing operations.

Our newly acquired entities are progressively adopting ISO 14001 standards which have been long mandated for all Group members, providing a consistent foundation for environmental risk management and regulatory compliance, while we take a measured and phased approach to expanding environmental actions as capabilities mature.

People-related factors also remain central to operational continuity and performance. Occupational health and safety continues to be a core priority, managed through established ISO 45001-aligned systems, structured governance and leadership accountability.

We invested further in workforce capability through leadership development, training and cross-border mobility initiatives, while fostering an inclusive and respectful workplace aligned with human rights and fair labour principles. Employee engagement remained strong in 2025, with an employee satisfaction rate of 82 percent.

Strong governance underpins our approach to managing sustainability-related risks and opportunities. We operate within a framework of robust internal controls, clear accountability and high ethical standards. In 2025, the Group recorded zero confirmed cases of corruption, significant regulatory non-compliance or data privacy breaches. Product safety and quality remain integral to maintaining customer trust and safeguarding long-term value, supported by established quality management systems and regular product safety reviews.

To strengthen data quality and decision usefulness, we introduced a new Group-wide ESG data platform during the year. This provides a consolidated view of performance across the Group including the different business units and enhances our ability to assess risks, monitor progress and support informed decision-making. These improvements also position the Group to respond effectively to evolving sustainability reporting expectations, including the anticipated transition towards mandatory ISSB-aligned reporting in our headquarters country, Singapore.

This sustainability report provides a balanced and decision-useful view of how sustainability-related matters are being managed today, while transparently outlining areas that will continue to evolve. It reflects our focus on establishing strong foundations through governance, strategy and data systems, before progressively scaling ambition.

I would like to thank all our colleagues, business unit leaders, partners, customers and other stakeholders for their continued engagement and collaboration. Their commitment plays an important role in strengthening the Group's resilience and long-term performance.

Looking ahead, we will continue to review and refine our sustainability strategy as market conditions, regulatory requirements and stakeholder expectations evolve. By embedding sustainability into our core business processes and maintaining a long-term perspective, we believe Jebsen & Jessen is well positioned to navigate future challenges and pursue responsible, resilient growth.

Thank you for taking the time to read our sustainability report.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Heinrich Jessen', with a long horizontal stroke extending to the left.

Heinrich Jessen,
Chairman, Jebsen & Jessen Group

Chapter 2: 2025 Key Highlights

Environment

Climate Action

GHG Emissions:

- Started tracking Scope 3 Employee Commute emissions across the Group
- Scope 1 GHG emissions: 27,562 tCO₂e
- Scope 2 GHG emissions: 53,873 tCO₂e
- Scope 3 GHG emissions: 3,191 tCO₂e

Carbon Offset

Purchased 50,053 tonnes of carbon credits to offset Scope 1 and 2 emissions from 2024

Energy

- Between 2024 and 2025, total energy consumption across the Group increased by 12.5%, in view of key acquisitions made in 2024
- Packaging business unit generated 4,995MW of renewable energy through on-site solar energy systems
- 11,384 tonnes of biomass fuel used to replace coal at Jebsen & Jessen Packaging Vietnam
- Transition from internal combustion engine (ICE) vehicles to electric vehicles (EVs) for Jebsen & Jessen Technology service van fleet

Resource Stewardship

Implemented a Waste Management Policy and Procedure across all Jebsen & Jessen Ingredients entities

Note: The emission figures on this page were revised on 30 September 2026 following the identification of a unit conversion error in Scope 3 business travel emissions. The affected figures from 2023 to 2025 have been updated. Scope 1 and Scope 2 emissions are unaffected.

Social

People Enablement & Development

Established a new policy which sets minimum requirements for fair labour practices, protection of vulnerable workers, anti-harassment and discrimination.

Gender Equality

- 33% female representation across the Group
- 0 incidents of discrimination reported in 2025

Employee Satisfaction Score

82% employee satisfaction score

Training

Average of 8.25 training hours per employee

Safety Accountability

- Key leaders had safety integrated to their performance evaluations
- Spent over SGD 600,000 on employee health and safety programmes and activities
- 0 fatalities across all operations
- 86 safety audit observations/findings were reported by Jebsen & Jessen Packaging targeted at strengthening workplace safety

Stakeholder Engagement & Partnerships

Invested over SGD 500,000 into community initiatives in 2025, including SGD 200,000 invested into the flagship Meet a Need programme and over SGD 50,000 into the Save the Children's emergency response fund.

Governance

Governance, Ethics & Compliance

- No significant instance of non-compliance with laws and regulations in 2025
- Zero incidents of corruption recorded

Economic Performance & Impact

23% Year-on-Year revenue growth

Product Stewardship

- No product recalls issued in 2025
- 10 product safety reviews conducted and assessed for improvement
- 100% of significant product and service categories were covered by and assessed for compliance with our procedures for product and service information and labelling

Supply Chain Management

- JJ-Lurgi achieved 100% Vendor Code of Conduct acknowledgment from all elevated-risk vendors
- Jebsen & Jessen Ingredients updated its Supplier Code of Conduct and established a Sustainable Procurement Protocol



Chapter 3: About this Report

This report provides an overview of Jebsen & Jessen Pte Ltd's ("the Group") sustainability performance from Jan 1, 2025 to Dec 31, 2025.



Report Coverage

It covers operational activities conducted by the Business Units across Australia, Brazil, China, Germany, India, Indonesia, Malaysia, Mongolia, Myanmar, Philippines, Saudi Arabia, Singapore, Thailand, United Arab Emirates, United States and Vietnam.



Objective

The objective of this report is to provide a transparent account of our sustainability performance and progress during the year and to communicate how our updated strategy, focusing on the critical material topics identified, will guide the Group's long-term resilience and contribution to society.



Our Approach

By aligning our reporting more closely with internationally recognised standards and embedding sustainability considerations into core business decision-making, we strengthen accountability, comparability and long-term strategic clarity.

3.1 Scope

The data presented in this report relates to activities within the defined scope and includes the assets we own or manage, where we exercise operational control. Where applicable, it also incorporates health and safety information concerning our employees and contractors.

As a diversified conglomerate operating across multiple industries, our sustainability profile is inherently complex. We aim to be comprehensive in reporting on environmental indicators such as energy consumption and carbon emissions throughout our operations. At the same time, social and governance indicators, including diversity, talent development and ethical conduct, are addressed across all Business Units.

The data presented in this report has been systematically collected and validated through enhanced internal processes. While data maturity varies across businesses, the 2025 reporting cycle reflects a marked improvement in consistency and traceability. In areas where measurement systems are still evolving, we provide transparency on methodology and limitations.

3.2 Alignment with Global Framework

This report has been prepared with reference to the updated Global Reporting Initiative (GRI) Universal Standards 2021. The GHG emissions in this report are calculated following the GHG Protocol Guidance.

The Group also refers to the United Nations Sustainable Development Goals (UN SDGs) as part of its sustainability strategy, guiding its initiatives in areas such as climate action and community engagement.



The GRI Content Index can be found on pages 104 to 107.

3.3 Point of Contact

We welcome any feedback, comments or suggestions on our sustainability practices. Please direct all enquiries via email to: darren.how@jj-group.com.

Chapter 4: About Jebsen & Jessen

Since 1895, the Jebsen & Jessen Family Enterprise has evolved from a single trading partnership in Hong Kong into a diversified global enterprise spanning multiple industries and geographies. Privately owned for generations, the Family Enterprise today comprises independent sister companies united by a shared heritage, long-term orientation and entrepreneurial ethos. While each Group operates autonomously, we remain connected by common values, a commitment to responsible ownership and a belief in building businesses that prosper across generations.

Within this global family structure, Jebsen & Jessen Group, headquartered in Singapore, has established an enduring presence in Southeast Asia and beyond since 1963. Over more than six decades, we have grown from a trading company into an industrial conglomerate with activities spanning industrial engineering, manufacturing, mining and distribution. More recently, the Group has expanded beyond an Asian stronghold to now operate in over 15 countries worldwide.



Established
1895



Headquarter
Singapore



Operating in
16 countries

At the core of our identity lies the mission to build a sustainable business while preserving what we refer to as the **“mackerel spirit”**, a shorthand for resilience, resourcefulness, integrity and entrepreneurial drive. The term reflects the pioneering mindset of our founders: the willingness to venture into new markets, build long-term partnerships and adapt decisively to changing environments.



Over the years, our strategic direction has been shaped by disciplined portfolio management and a willingness to pursue new opportunities. We have engaged in acquisitions, joint ventures and international partnerships that strengthen our capabilities and expand our geographic reach. These decisions reflect a long-term perspective, balancing financial performance with strategic alignment and sustainability considerations.



Acquisition

At the same time, we strengthened our position in the natural resources and industrial minerals sectors through the acquisition of GMA, the world's leading industrial garnet producer. With operations spanning mining, processing and global distribution, GMA enhances the Group's exposure to essential materials used in infrastructure, waterjet cutting and surface preparation, reinforcing our presence in sectors underpinning industrial development.

In addition, we expanded our footprint in North Asia through the acquisition of MSM, a diversified business in Mongolia. This investment reflects our confidence in Mongolia's long-term growth potential and underscores our ability to operate across both industrial and consumer sectors.



Divestment

At the start of 2026, the Group divested our shareholding in the cable technology joint venture with LAPP, marking the conclusion of a successful partnership of over 20 years.

Together, these strategic developments demonstrate our continued commitment to disciplined growth and geographic diversification, while maintaining a strong foothold in Asia.

Partnership remains central to our business model. Since 1963, we have collaborated with global market leaders, facilitating market entry, distribution and operational excellence across the globe.

Our ability to combine local expertise with international standards has allowed us to serve as a trusted bridge between global principals and local markets.

These long-standing relationships are built on:



Shared trust



Technical competence



Ambition for sustainable growth



While our values remain constant, our culture evolves organically as new colleagues join and markets develop. This culture permeates every facet of the Group – influencing how we engage with customers, collaborate with partners and support our communities. It fosters accountability, adaptability and respect.

As an industrial conglomerate, our diversified portfolio cuts across various business units with specific distribution, engineering, manufacturing and mining expertise.



Our infrastructure and established supply chains provide efficient access to global markets, enabling us to respond quickly to customer needs while maintaining cost competitiveness. Financial discipline and organisational stability underpin our capacity to invest through cycles, seize emerging opportunities and weather economic volatility.



We believe in doing good business – acting with integrity, respecting the people we serve, supporting our employees and contributing positively to the communities and environments in which we operate. Our long-term ownership model encourages prudent risk management and sustained value creation rather than short-term gain. This perspective is increasingly relevant in a world facing rapid technological change, geopolitical uncertainty and mounting environmental challenges.

In 2025, Jebsen & Jessen stands as a diversified, regionally anchored and globally connected enterprise. Our heritage provides stability; our values provide direction; and our entrepreneurial spirit drives continuous renewal.

With a strengthened business portfolio, a clear strategic focus and deep roots in global markets, we remain committed to sustainable growth and responsible stewardship in the decades ahead.



Chapter 5: Sustainability Strategy

5.1 Materiality Approach

In 2025, Jebsen & Jessen undertook its first comprehensive double materiality assessment (DMA) as part of our sustainability strategy refresh, integrating both impact materiality and financial materiality considerations to identify the ESG topics most significant to the Group's long-term resilience and societal contributions. Through a structured process involving business and sustainability context analysis, value chain mapping, peer benchmarking and extensive stakeholder engagement across Business Units, the assessment evaluated how the Group's operations influence people and the environment (impact materiality) and how sustainability-related risks and opportunities may affect enterprise value (financial materiality). This process, aligned with GRI and ISSB/IFRS S1 and S2 expectations, laid the analytical foundation for developing the Group's updated sustainability strategy, informing the prioritisation of material topics, target setting and the Group-wide sustainability roadmap.

The DMA process is as-follows:



Business landscape assessment

This step involved reviewing existing sustainability practices, benchmarking against peers, and assessing ESG frameworks such as GRI and IFRS/ISSB to develop a comprehensive list of potential material topics.



Internal and external stakeholder engagement

We engaged a wide range of internal and external stakeholders—including Group functions, Business Units, specialist teams and selected external partners—through interviews to gather diverse perspectives on the longlist of identified topics. These engagements were designed to capture structured insights and encourage open dialogue on material ESG topics, allowing us to prioritise topics that are deemed most important to stakeholders.



Impacts, risk and opportunities analysis

We evaluated and validated the significance of each topic by considering its actual and potential impacts, together with the related risks and opportunities. This process was done in alignment with the Group's internal policies.



Validation and finalisation

Inputs from step 2 and step 3 were aggregated into a scoring matrix to rank each topic from an impact and financial materiality perspective. Topics were grouped into 3 buckets – critical, focus and foundation, based on the potential size of impact and likelihood of occurring. The final list of material topics has been validated by the senior management.

The following is the list of material topics for the Group:

Table 5.1 Material topics for Jebsen & Jessen Group

Pillar	Material Topic	Impact Materiality	Financial Materiality
Environment 	Climate Change*	✓	✓
	Energy*	✓	✓
	Waste	✓	✓
	Water	✓	✓
	Biodiversity	✓	✓
	Materials	✓	✓
	Air Quality	✓	✓
Social Responsibility 	Occupational Health & Safety*	✓	✓
	Talent Attraction & Retention*	✓	✓
	Customer & Stakeholder Relationship*		✓
	Human Rights & Labour Practices	✓	✓
	Diversity & Inclusion	✓	✓
	Community	✓	✓
Corporate Governance 	Governance, Ethics & Compliance*	✓	✓
	Product Safety*	✓	✓
	Sustainable Supply Chain	✓	✓
	Data Privacy & Security	✓	✓
	Economic Performance & Impact		✓
	Tax Contribution		✓

Notes: *Indicates critical topics

5.2 Sustainability Commitments & Strategy

At Jebsen & Jessen, our vision is to be a leading conglomerate recognised for pursuing sustainable growth and driving positive social and environmental change, empowering the communities we serve. In 2025 we developed a Group wide sustainability strategy that provides a clear and structured pathway to embed sustainability into core business decision making.

This strategy builds on a comprehensive assessment of our internal and external context, value chain, stakeholder expectation and double materiality outcomes. Following internal discussions, the Group decided to focus sustainability efforts on the six most critical material topics as these are the ones with the highest potential impact on people and the environment and have the greatest influence on our long-term business resilience and performance. Prioritising these topics enables the Group to concentrate resources where they can make the most meaningful, measurable progress while laying a strong foundation for future expansion of our sustainability commitments.

Guided by this framework, we established targets across these six material topics, each supported by detailed short , medium and long term action plans and a robust set of KPIs to systematically track and measure progress. The resulting sustainability roadmap outlines the initiatives, timelines and monitoring mechanisms needed to drive implementation across the Business Units, helping the Group advance its long term sustainability ambitions in a consistent and measurable manner.



Sustainability Strategy Framework

Vision

To be a leading conglomerate recognised for pursuing sustainable growth and driving positive social and environmental change, empowering the communities we serve.

Environment			
Themes	Climate Action	Resource Stewardship	Pollution Prevention
Material Topics	Climate Change & Energy	- Waste - Water - Materials - Biodiversity	Air Quality
Mission Statement	Accelerate the transition to low carbon and renewable energy solutions across our operations and value chain.	Use resources responsibly and minimise waste through circular practices and innovation.	Improve air quality by minimising air emissions and adopting cleaner technologies.

Social Responsibility		
Themes	People Enablement & Development	Stakeholder Engagement & Partnerships
Material Topics	- Occupational Health & Safety - Talent Attraction & Retention - Human Rights & Labour Practices - Diversity & Inclusion	- Customer & Stakeholder Relationship - Community
Mission Statement	To create a workplace where people feel safe, respected, valued, and empowered to achieve their full potential through inclusive practices, ethical employment standards, and a strong commitment to wellbeing and opportunity for all.	Build trust and create shared value through meaningful engagement, strong partnerships and active collaboration with our stakeholders.

Corporate Governance			
Themes	Governance, Ethics & Compliance	Economics Performance & Impact	Product Stewardship
Material Topics	- Governance, Ethics & Compliance - Data Privacy & Security	- Economic Performance & Impact - Tax Contribution	- Product Safety - Sustainable Supply Chain
Mission Statement	Uphold the highest standards of ethics, integrity, and data security through robust governance mechanisms.	Drive sustainable economic growth and deliver long-term value through transparent tax practices.	Incorporate sustainable and responsible practices across product lifecycle and supply chain.

Table 5.2 Commitments and targets for priority material topics

ESG Material Topic	Commitment	Target
Climate Change and Energy	Continue the transition to low-carbon and renewable energy solutions across our operations and value chain	• Maintain Carbon Neutrality for Scopes 1-2 and progress towards Net Zero, aligned with evolving standards and enabling environment across our operating markets • Conduct climate change risk assessment CCRA with regular updates by 2030
Occupational Health & Safety	Cultivate a proactive safety culture that empowers every individual to prioritise wellbeing and prevent harm	• Achieve full OHS training for employees and contractors across the Group by 2027 with 90% completion rate • Conduct annual OHS risk assessments for key contractors and suppliers by 2030
Talent Attraction & Retention	Build a future-ready, and inclusive talent ecosystem that accelerates leadership development and strengthens diversity	• Implementation of Group-wide talent management framework, including graduate/trainee programme and cross-border talent mobility programme • Improve diversity in the workforce
Customer & Stakeholder Relationship	Build trust and create shared value through meaningful engagement, strong partnerships and active collaboration with our stakeholders	• Group-wide implementation of stakeholder management framework by 2030 • Regular engagement with key suppliers to promote good business practices and sustainability values across the supply chain by 2030
Governance, Ethics & Compliance	Maintain full compliance with regulations in all operating markets while continuing to implement robust anti-corruption and fraud prevention measures	Maintain high standards of governance, ethics and transparency in line with internationally recognised standards
Product Safety	Deliver products and services that meet regulatory standards and quality requirements by embedding safety and quality into the entire product and service lifecycle to minimise impacts on the environment and human health	Zero incidents of non-compliance with product, service safety and quality regulations

5.3 Roadmap for Priority Material Topics

Table 5.3 Group sustainability roadmap for priority material topics

	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (>5years)
Climate Action	- Identify other Scope 3 emissions sources - Develop decarbonisation roadmap and interim reduction targets - Review renewable energy (RE) procurement options - Prepare first climate-related disclosure	- Prepare IFRS S2-aligned disclosure - Get third-party assurance for GHG data - Continue implementing RE projects - Revisit and update targets	- Explore other decarbonisation and RE options - Engage external stakeholders for value chain decarbonisation - Update CCRA, decarbonisation roadmap and targets
Customer & Stakeholder Relationship	- Develop and implement customer and stakeholder management framework - Develop supplier assessment framework and establish supplier engagement protocols	- Expand implementation of framework to all Business Units - Engage with stakeholders based on framework - Launch engagement with key suppliers	- Regularly update framework to reflect emerging trends - Engage in multi-stakeholder forums to address shared challenges - Participate in industry forums
Occupational Health & Safety	- Review OHS training completion and barriers - Review and improve existing OHS risk assessment protocols - Encourage safety leadership	Ongoing from short-term	Embed safety as a core value and adopt digital tools to proactively identify risks
Talent Attraction & Retention	- Expand Cross-border Talent Mobility Programme - Campus hiring and university career fairs	- Graduate/trainee programme - Women leadership programme	- Participation in industry associations and speaking engagements - Industry mentorship programme - Community outreach for female talents

	Short Term (1-2 years)	Medium Term (3-5 years)	Long Term (>5years)
Governance, Ethics & Compliance	• Review of regulations in all operating markets • Explore anti-corruption certifications across BUs • Regular ethics and anti-corruption training • Review whistleblower mechanism process • Regular internal audits	• Track cases of non-compliance, grievances raised • Refresh Corporate Governance training • Conduct regular risk assessments	• Regular reporting on compliance performance • Regularly refresh Corporate Governance training
Product Safety	• Review current product safety regulations • Collect data on cases of non-compliance with local regulations	• Develop incident tracking system • Annual product safety reviews and testing • Training for product development and service delivery teams	• Basic safety and quality checks for all product development and service processes • Establish training framework for employees • Annual product safety reviews and testing • Track incidents/recalls and report on performance via a standardised reporting framework



5.4 Stakeholder Engagement

To uphold transparency and accountability, the Group leverages a range of communication channels and engagement platforms to proactively gather diverse perspectives from our stakeholders. Ongoing dialogue with our stakeholders enables us to understand their expectations, respond to emerging concerns and strengthen the relationships that are critical to the Group's long-term success.

These insights also guide our efforts toward achieving shared sustainability objectives. The key interests of our stakeholder groups, along with the corresponding engagement methods are presented in the table below.

Stakeholder	Key Interests	Engagement methods
Employees	• Safe working environment • Training and career development • Remuneration and benefits • Well-being	• Townhalls • Performance appraisals • Regular meetings
Customers	• Customer satisfaction • Customer experience • Product quality and safety	• Regular meetings
Suppliers	• Safe working environment • Training	• Regular meetings
Investors and Banks	• Economic performance • Sustainability performance	• Regular meetings • Financial briefings

Chapter 6: Sustainability Governance

6.1 Sustainability Governance

Jebsen & Jessen recognises that effective governance is fundamental to the management of sustainability-related risks and opportunities and to the creation of long-term value.

Sustainability considerations are embedded within the Group's governance framework and are overseen through clearly defined board and management structures, supported by established policies, internal controls and oversight mechanisms.

This governance structure applies across the Group, integrating sustainability-related responsibilities and accountability into operational decision-making at all levels. The Executive Board sets the Group's sustainability strategy, policies and targets, while providing strategic oversight. Business Units implement these standards within their operations, adapting them to local contexts where appropriate. Regular reporting and performance reviews enable the Group to monitor progress and provide guidance, while Business Units share material risks, opportunities and best practices to ensure alignment and continuous improvement.

To ensure that appropriate skills and competencies are available to oversee sustainability-related risks and opportunities, the Executive Board and the Group Sustainability Committee participate in relevant training and development initiatives. Through ongoing education and knowledge-sharing, they strengthen their collective expertise and support informed oversight of the Group's sustainability strategy and performance.

This includes structured training on key sustainability topics through professional certification, internal briefing sessions and external sustainability industry events, on top of general awareness initiatives for all employees.

At a Glance: 2026 Sustainability Education Calendar



For general employees | Awareness

- eLearning (Apr 2026)
- Learning Hour (Jun 2026)
- Learning Hour (Sep 2026)
- LinkedIn Learning - Course of the Month (Oct 2026)



For targeted employees | Functional

- Sustainability education roadmap (Jun 2026)
- Professional certification for Group Sustainability committee (Dec 2026)
- Learning plans & certifications for EHS committee (Dec 2026)
- Sustainability summit (Jul 2026)



For senior management | Strategic

- CXO meetings (x3 in 2026)
- COP 31 (Nov 2026)

Table 6.1 Sustainability Governance Structure

Role	Responsibility for ESG-related risks and opportunities	Meeting Frequency
Group Level		
Executive Board	The Executive Board sets the overall strategic framework and retains ultimate responsibility for governance, risk management and oversight across all sustainability matters. The Executive Board is fully responsible for overseeing the Group's risk management system and related activities, including the review of principal risks and uncertainties and potential changes in ESG-related risks, which are integrated into its decision-making and supervisory responsibilities. The Executive Board also oversees the identification and update of material sustainability topics and associated targets, monitors progress against those targets, and reviews ESG-related KPIs used to evaluate performance	Fortnightly
Group Sustainability Committee	The Sustainability Committee is responsible for supporting the development and refinement of the Group-level sustainability strategy and for providing input to the Executive Board on sustainability-related priorities, risks and opportunities. It ensures alignment between the Group's sustainability objectives and Business Unit strategies, facilitating consistent implementation across the Group. The committee is composed of sustainability champions from Group functions and the respective Business Units. Members promote the integration of ESG considerations into business activities, foster cross-functional collaboration and support continuous improvement across the Group.	Monthly
Business Units		
Chief Executive Officers	The Chief Executive Officers oversee the implementation of sustainability-related policies, strategies and commitments within their respective Business Units. This includes supervising sustainability initiatives and action plans, commissioning or reviewing assessments on relevant sustainability topics where necessary, and ensuring appropriate mitigation or improvement measures are implemented. They report to the Executive Board on sustainability matters on a regular basis and as needed, particularly in response to material developments or emerging risks.	Three times a year

Chapter 7: Environment



7.1 Overview

Environment is a foundational pillar of Jebsen & Jessen Group's sustainability strategy, reflecting our commitment to responsible growth and long-term value creation. Jebsen & Jessen Group has been advancing initiatives that contribute positively to the environment since 1995, when our Chairman Heinrich Jessen launched our Environment, Health & Safety (EHS) programme. As a diversified industrial conglomerate with operations spanning distribution, engineering, manufacturing and mining activities, our environmental footprint is closely intertwined with how we source material, design and deliver products and operate our facilities across the world.

Through the refreshed Group-wide sustainability strategy, we have identified three themes: Climate Action, Resource Stewardship and Pollution Prevention to address both our actual and potential environmental impacts while enhancing resilience to evolving regulatory and market expectations. Climate Action focuses on mitigating emissions, strengthening climate governance and accelerating the transition to low-carbon operations. Resource Stewardship emphasises responsible use of materials, water and other resources to reduce waste and improve circularity across our value chain. Pollution Prevention aims to minimise harmful emissions, improve air and water quality, and adhere to safe and compliant handling of chemicals and waste. Together, these themes provide a structured approach to improving environmental performance while supporting long term operational resilience and business value creation.

7.1.1 Management Approach

Jebsen & Jessen Group manages environmental performance through a structured, Group-wide approach that embeds climate, energy and resource efficiency considerations into business operations and decision-making. The Group faces a range of environment-related risks that could affect operational continuity, cost structures and long-term resilience. However, the Group also acknowledges that potential opportunities exist in the transition towards a low-carbon economy. The specific risks and opportunities for the environmental material topics are outlined below:

Theme (Material Topics)	Risk	Opportunities
Climate Action (Climate Change & Energy)	• Growing exposure to extreme weather events which may disrupt supply chains • Tightening carbon regulations and rising energy prices leading to increased operating costs	• Improving energy efficiency and expanding the use of renewable energy to reduce operating costs and strengthen competitiveness • Reduce greenhouse gas emissions in line with global expectations to strengthen competitiveness and brand reputation
Resource Stewardship (Waste, Water, Materials, Biodiversity)	• Rising material costs, supply chain constraints, water scarcity and waste-related requirements pose financial and operational risks across our diverse businesses • Inefficient resource use may also lead to higher operating costs and greater exposure to regulatory or reputational pressures	• Adopting circular economy practices and improving material efficiency can reduce input costs and minimise waste generated • Strengthening water and waste management systems can enhance resilience in resource-intensive operations
Pollution Prevention (Air Quality)	Regulatory non-compliance, operational incidents and potential harm to surrounding communities could result in financial penalties, reputational damage or business interruption	Proactive pollution prevention through investments in cleaner technologies, improving emissions control and strengthening hazardous materials and waste handling practices can reduce environmental impacts, improve operational efficiency and build stakeholder trust

Advancing how the Group addresses its three environmental priorities strengthens the Group's ability to integrate climate-related risks into strategic and operational planning, while positioning its diversified businesses to tap into growing market demand for low-carbon, resource-efficient and environmentally responsible products and solutions. To optimise resources and focus our efforts where we can make the greatest impact on our most material topics, the Group is currently prioritising climate change and energy, with plans to address the remaining environmental priorities in the future.

As part of our commitment to environmental responsibility, all existing business units are certified to ISO 14001: Environmental Management System. Newly acquired business entities will be required to obtain these certifications. Other non-mandatory ISO certifications obtained by our business units include ISO 37001 for anti-bribery practices.

7.1.2 Targets

ESG Material Topic	Commitment	Target
Climate Change & Energy	Continue the transition to low-carbon and renewable energy solutions across our operations and value chain	• Maintain Carbon Neutrality for Scopes 1-2 and progress towards Net Zero, aligned with evolving standards and enabling environment across our operating markets • Conduct climate change risk assessment (CCRA) with regular updates by 2030

7.2 Climate Action

Climate Action at Jebsen & Jessen Group encompasses our efforts to mitigate greenhouse gas emissions, enhance energy efficiency and accelerate the transition toward low-carbon and renewable energy solutions across our operations and value chain. It includes tracking and reducing Scope 1, 2 and material Scope 3 emissions, strengthening climate governance as well as integrating climate-related risks and opportunities into decision-making.

The Group plans to focus on systematically reducing greenhouse gas emissions while improving energy efficiency as these are the areas where the Group's activities generate the most significant actual and potential environmental impacts and where proactive action is most urgently required. Climate change poses pressing physical and transition risks to our operations, supply chains and long-term resilience, while energy use represents a key driver of both emissions and operating costs across our diversified businesses. Focusing on climate and energy therefore allows the Group to make the most meaningful impact by reducing emissions, strengthening resilience to regulatory and market shifts and supporting the global transition to a low-carbon economy. At the same time, this focus presents opportunities to improve efficiency, manage costs and capture value from cleaner energy solutions and evolving customer demand for lower-carbon products and services. While resource stewardship and pollution prevention remain important to the Group's environmental performance, these topics will be progressively addressed over time as the Group builds capability and matures in its sustainability journey, reflecting a phased approach towards delivering long-term impact.

Guided by the refreshed sustainability strategy, the Group will enhance emissions tracking across Scope 1, 2 and material Scope 3 categories, expand the use of renewable and low-carbon energy solutions and implement clear KPIs supported by short-, medium- and long-term targets to drive measurable progress. In addition to continuing to procure carbon credits to offset our carbon emissions, planned actions include conducting climate-related physical and transition risk assessments, increasing renewable energy consumption through procurement and self-generation as well as strengthening climate governance through defined roles and third-party assurance of emissions data.

These efforts collectively support the Group's long-term ambition to progress towards Net Zero emissions while improving operational resilience and capturing opportunities from emerging low-carbon technologies and markets.

The Group's climate efforts are guided by our EHS principles and long-established EHS policy which was last updated in 2022.

7.2.1 Performance

Greenhouse gas (GHG) emissions

The Group has been measuring our GHG emissions since 2009 and procuring carbon offsets since 2012. In 2025, our GHG emissions were 84,626 tCO₂e. In 2024, our GHG emissions were 73,660 tCO₂e, including pro-rated contributions from GMA, our Industrial Garnet business unit acquired in July 2024 and from MSM, our Mobility, Industry & Beverage business unit acquired in September 2024. Employee commute was also added to Scope 3 emission calculations in 2025 for the first time. In view of these changes, the Group's total GHG emissions increased by 14.9% from 2024 to 2025.

In 2025, the Group established 2019 as the baseline year for its targets. As a large conglomerate, ongoing divestments and acquisitions may affect GHG emissions over time. Over the past few years, the business environment has changed considerably and whole business units have been acquired and divested. Hence any comparison with the baseline year will have to be assessed in the appropriate context. The Group remains committed to reporting data as accurately as possible.

Moving forward, the Group plans to expand our Scope 3 data collection to include other relevant sources of emissions. We are in the midst of migrating our data collection process to a shared data management platform, which will help to streamline data collection across Group functions and all our business units.

Table 7.1 Carbon Emissions by Scope (tCO₂e)

Carbon emissions	2023	2024	2025
Scope 1	8,950	17,420	27,562
Scope 2	41,112	54,733	53,873
Scope 3	1,154	1,507	3,191
• Business Travel	1,154	1,507	1,433
• Employee Commute	n.a	n.a	1,758
Total (tonnes)	51,216	73,660	84,626

Note: The emission figures on this page were revised on 30 September 2026 following the identification of a unit conversion error in Scope 3 business travel emissions. The affected figures from 2023 to 2025 have been updated. Scope 1 and Scope 2 emissions are unaffected.



Carbon Emissions by Country

The Group has been tracking our carbon emissions since 2009. Our greenhouse gas inventory covers Scope 1, Scope 2 and Scope 3 emissions from business travel. The most substantial contributors to Scope 1 and Scope 2 emissions are our manufacturing and mining businesses, specifically Packaging and GMA facilities.

We are also working to expand our Scope 3 inventory to include emission sources in addition to business travel, which we have been tracking over the years. In 2025, we have obtained estimated employee commuting data based on a Group-wide survey. More information on our Scope 3 accounting methodology can be found in the box below. Given that the Group's operations are predominantly office-based, employee commuting and business travel represent the most relevant Scope 3 emissions sources associated with our workforce and corporate activities. While measuring Scope 3 emissions remains challenging due to the Group's limited direct control over these activities, focusing on these categories enables improved transparency and provides a foundation for strengthening data quality over time.

In manufacturing, the Group operates over 10 production facilities in Australia, Indonesia, Malaysia, Singapore and Vietnam. Particularly, Jebsen & Jessen Packaging which manufactures various packaging products has initiated measures such as the installation of solar panels in their plants since 2021, installing solar panels across six out of seven facilities to date.



Scope 3 Calculation Methodology

Scope 3 emissions from Category 6: business travel and Category 7: employee commuting were calculated in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Business travel emissions were estimated based on distance travelled and mode of transport, using activity data obtained from travel records and appropriate emission factors. Employee commuting emissions were estimated using data derived from a Group-wide employee survey, which captured information on primary commuting modes and travel patterns across key operating locations. Where primary data was unavailable, reasonable assumptions and standard emission factors were applied to ensure completeness and consistency.

The assumptions made are:

- Employee commute calculations are based on a total of 48 working weeks, to account for 4 weeks of public holidays and annual leave.
- For sales or field staff who move between multiple locations, an average weekly mileage is requested to capture their higher-intensity travel patterns.
- All private vehicles are assumed to be single-occupancy. For example, scenarios where employees carpool are ignored to ensure no double-counting at the Group level.
- Employees are asked to report the direct distance from home to work. Any additional distance travelled for personal errands are excluded from the calculation boundary.
- Uncommon public transport, for example the tuk tuk in Thailand or jeepney in Philippines, are classified as bus.

Table 7.2 Carbon Emissions by Country (Tonnes)

Country	2023	2024	2025
Australia	156	8,413	17,553
China	72	28	28
Indonesia	29,163	32,273	27,582
Malaysia	15,397	15,525	14,523
Mongolia	n.a	446	3,678
Myanmar	78	55	35
Philippines	389	669	558
Saudi Arabia	n.a	681	1,601
Singapore	1,103	1,031	1,012
Thailand	1,012	896	804
United Arab Emirates	n.a	146	281
USA	n.a	4,699	10,993
Vietnam	3,845	8,799	4,220
Total (tonnes)	51,215	73,660	82,867

Note: The emission figures on this page were revised on 30 September 2026 following the identification of a unit conversion error in Scope 3 business travel emissions. The affected figures from 2023 to 2025 have been updated. Scope 1 and Scope 2 emissions are unaffected.



Carbon Offsets



Nanzhao County Landfill Site LFG Pollution Treatment and Utilisation (50,053T)

The global challenge of climate change is significantly exacerbated by greenhouse gas emissions from landfills, particularly methane (CH₄), which is over 25 times more potent than carbon dioxide over a 100-year period. Municipal solid waste (MSW) landfills are the third-largest source of methane emissions globally.

In Henan Province, particularly in areas like Dongzhuang Village, traditional landfill practices have led to substantial methane emissions, posing environmental and health risks. The lack of advanced landfill gas (LFG) recovery systems results in the release of methane into the atmosphere, contributing to global warming and local air pollution. Additionally, the absence of proper LFG management increases the risk of fire and explosion hazards, further threatening community safety.

The Project offers a solution by implementing a landfill gas recovery system to capture and utilise methane emissions. This initiative not only mitigates greenhouse gas emissions but also generates renewable energy, reducing reliance on fossil fuels. By transforming waste into energy, the project contributes to cleaner air and enhanced safety for surrounding communities.

Energy

The Group actively procures renewable energy and pursues energy efficiency initiatives to reduce our energy consumption. From 2024 to 2025, the Group's energy consumption increased by 12.5%. The Packaging business unit which traditionally uses a lot of energy in their manufacturing process sourced 45% of their energy consumption from renewable sources, mainly through biomass usage for boiler.

In 2025, the Group's energy intensity was 1.393 MJ/SGD. Other than energy efficiency measures, energy consumption is also affected by factors such as changes in production capacity or business activity. The Group is exploring measures to improve energy efficiency and reduce energy consumption.

GMA, the Industrial Garnet business unit, and MSM, the Mobility, Industry & Beverage business unit were newly acquired in 2024, hence we are reporting only full-year data from 2025.

Energy Consumption

Table 7.3 Energy Consumption in 2025

Total energy consumption (MJ)

Holdings	Packaging	Technology	Ingredients	JJ-Lurgi	JJ-LAPP ¹
1,889,019	393,391,719.50 ²	18,882,339	3,314,690	360,114	12,167,323

Notes:

¹ Jebesen & Jessen Group has divested its 50% stake in the 50-50 joint venture to its joint venture partner and leading cable provider the LAPP Group, as of 1 Jan 2026.

² 45% (177,580,572 MJ) of the Packaging business unit energy consumption came from renewable sources in 2025.

7.3 Resource Stewardship

Resource stewardship reflects our commitment to using resources responsibly and minimising waste through circular practices and innovation. This is material to the Group as rising disposal and compliance costs, water scarcity in certain locations and exposure to supply constraints and circular economy regulations poses operational, financial and reputational risks to the business. At the same time, opportunities to reduce costs and environmental impacts can be created through activities including waste reduction, recycling and circular solutions. This helps to safeguard operations in water-stressed areas, and strengthen resilience and market competitiveness through responsible and innovative material use.

Some of the business units require a more proactive approach to using resources due to the nature of their business activities. The Packaging business unit processes raw materials like foam and wood, which are made into packaging materials. The Industrial Garnet business unit mines a range of garnet abrasives, which are then processed for industry use. The Ingredients business unit distributes a range of chemicals for use in a broad spectrum of industries, from food and feed to personal care, pharmaceuticals, coatings, plastics, rubber and beyond. By promoting responsible sourcing, improving material efficiency and advancing waste reduction and recycling efforts, the Group aims to enhance value creation across its businesses while reducing dependence on finite resources.

For the Industrial Garnet business unit, GMA has strict internal policies when it comes to land use for their mining activities, ensuring that local regulations are met for restoring the land to its natural state when mining ceases. For Ingredients, comprehensive standard operating procedures are adhered to when handling higher-risk products involving certain chemicals and hazardous substances. For Packaging, as far as possible residual components in the manufacturing process such as EPS are recycled as raw material.

Sustainable Use of Water

Other than mining and manufacturing, our businesses are generally not water intensive.

Waste Management

Waste Generated

Our businesses generate minimal waste as a result of their operations. In Packaging, generated waste comprises various types of plastics like EPS, EPP, PE, PET, Carton boxes, and Jumbo Bags. EPS is recycled in-house, while most of the remaining waste is recycled by external vendors.

Hazardous waste

Disposal of this hazardous waste is carried out by authorised suppliers who are licensed for transporting and disposing of such waste. To reduce hazardous waste volume, we focus on enhancing machine maintenance to minimise oil leakage while prioritising safety measures. The primary source of hazardous waste for our Packaging business comes from spent oil from our machine maintenance programmes which is essential for maintaining machine performance. For our Connectivity Solutions business (JJ-LAPP), hazardous waste stems from:

1. Used oil: Generated during gearbox oil replacement in preventive maintenance.
2. Used lubricant: Arises from water-based lubricant replacement in drawing machines, typically done after processing around 500 tonnes.
3. Contaminated rags: Used for cleaning oil or ink spills.
4. Solvent/thinner: Utilised for ink cleaning.

7.4 Pollution Prevention

Pollution prevention is concerned with our efforts to minimise harmful emissions and reduce the environmental impacts associated with our diverse manufacturing and industrial operations. Emissions from manufacturing and industrial operations pose risks to community health, regulatory compliance and the Group's licence to operate, with potential financial and reputational consequences if not effectively managed. Investing in emissions reduction, cleaner technologies and improved air-quality management presents opportunities to enhance operational efficiency, reduce compliance risks, strengthen community trust and differentiate the Group as a responsible industrial operator.

Preventing pollution supports safer workplaces, healthier communities and greater regulatory compliance across all regions in which we operate. By advancing cleaner technologies, improving air emissions management and strengthening waste and chemical handling practices, the Group aims to proactively mitigate environmental risks while enhancing operational efficiency.



Chapter 8: Social



8.1 Overview



People and stakeholders are foundational to Jebsen & Jessen Group's business and sustainability strategy, underscoring our commitment to responsible growth and long-term value creation. As a diversified industrial conglomerate, our approach focuses on engaging and supporting our employees through strong health, safety, development and inclusive workplace practices, while fostering trusted relationships with external stakeholders including customers, partners and communities.

Through our Group-wide sustainability strategy, we prioritise People Enablement & Development and Stakeholder Engagement & Partnerships as themes to manage both actual and potential social impacts while strengthening organisational resilience. We focus on the material topics of Occupational Health & Safety, Talent Attraction & Retention and Customer & Stakeholder Relationships, amidst transparent stakeholder engagement and meaningful community contributions. By embedding social responsibility into our strategy, we enhance workforce capability, reinforce stakeholder trust and position the Group to thrive in a dynamic global landscape.

8.1.1 Management Approach

Jebsen & Jessen Group manages social performance through a structured, Group-wide framework that integrates employee well-being, human rights, labour standards and stakeholder engagement into business operations and decision making. We prioritise safe workplaces, fair and inclusive employment practices, talent development and strong stakeholder relationships across our operations.

We recognise that human capital and stakeholder matters present both risks and opportunities. Key risks include workplace safety incidents, talent retention challenges, skills shortages, labour disruptions, regulatory non-compliance and reputational impacts. Conversely, strong workforce management and effective stakeholder engagement enhance productivity, innovation, resilience, market access and long-term value creation.

Since establishing our dedicated EHS programme in 1995, we have implemented policies aligned with international standards and maintain certifications such as ISO 14001 and ISO 45001. Newly acquired entities are required to align with these standards, and each company is supported by an EHS committee responsible for oversight, audits and continuous improvement.

8.1.2 Targets

ESG Material Topic	Commitment	Target
Occupational Health & Safety	Cultivate a proactive safety culture that empowers every individual to prioritise wellbeing and prevent harm	• Achieve full OHS training for employees and contractors across the Group by 2027 with 90% completion rate • Conduct annual OHS risk assessments for key contractors and suppliers by 2030
Talent Attraction & Retention	Build a future-ready, and inclusive talent ecosystem that accelerates leadership development and strengthens diversity	• Implementation of Group-wide talent management framework, including graduate/trainee programme and cross-border talent mobility programme • Improve diversity in the workforce
Customer & Stakeholder Relationship	Build trust and create shared value through meaningful engagement, strong partnerships and active collaboration with our stakeholders	• Group-wide implementation of stakeholder management framework by 2030 • Regular engagement with key suppliers to promote good business practices and sustainability values across the supply chain by 2030

8.2 People Enablement & Development

8.2.1 Performance

People Enablement & Development is a key theme of Jebsen & Jessen Group's sustainability strategy, reflecting our commitment to building a safe, inclusive and high-performing workforce across all operations. This topic matters to the Group as our people enable the delivery of our diverse industrial, manufacturing and distribution activities across multiple markets. Their capabilities, engagement and wellbeing directly influence operational excellence, service quality and our ability to innovate in a dynamic business environment. By creating safe workplaces, promoting equal opportunities and investing in employee growth and capability, we strengthen organisational resilience and support long-term business success. Through clear policies, structured programmes and continuous engagement, we empower our people to thrive while ensuring responsible and respectful employment practices throughout the Group, while also strengthening our ability to attract and retain talent in an increasingly competitive labour market, reducing turnover risks and supporting sustained organisational performance.

Note: Performance for "People Enablement & Development" includes 2025 data only; reporting will continue in future years.



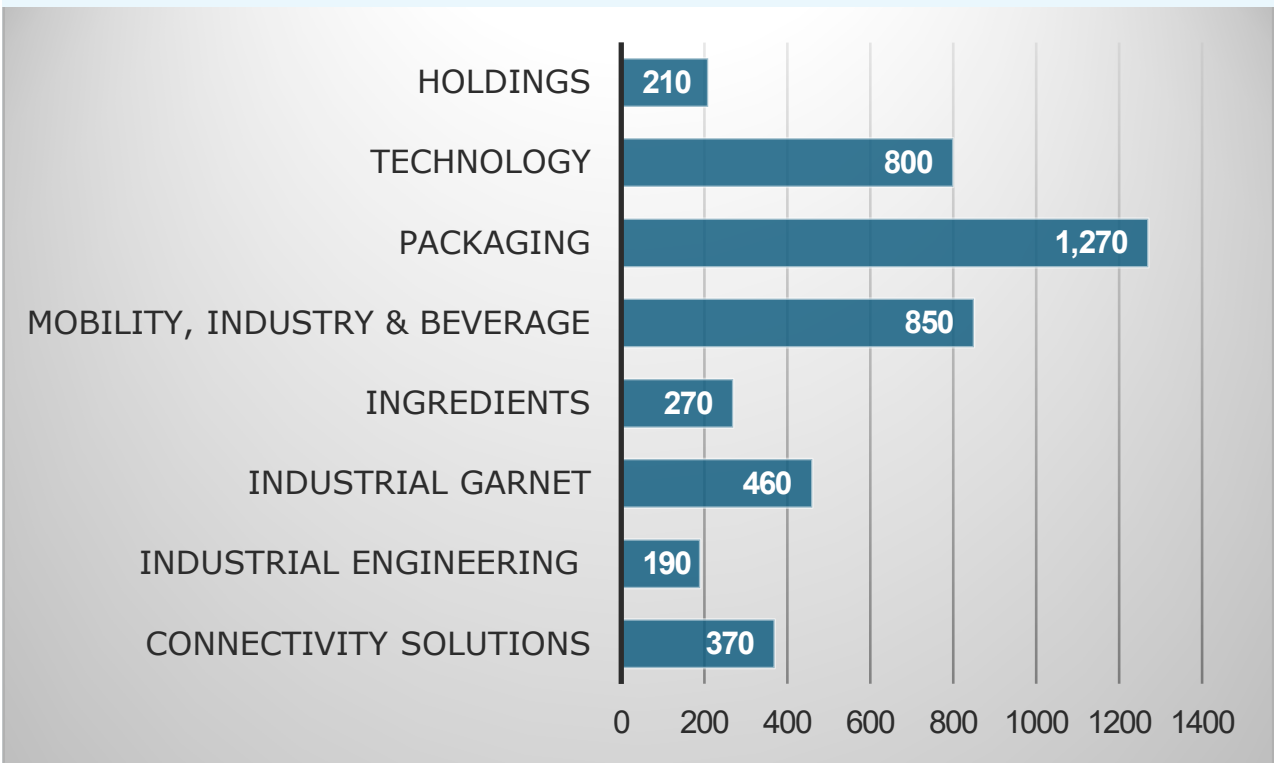
Total Headcount by Business Units

We recognise that our people’s growth is closely linked to the growth of our business. We have established a comprehensive Group-wide Learning & Development curriculum to strengthen management and functional capabilities while broadening knowledge across our workforce. Continuous learning remains essential to sustaining our long-term success.

At the end of 2025, a new policy was established to reflect the Group’s commitment on respecting and promoting internationally recognised human rights, while complying with all applicable local laws and regulations. The policy sets minimum requirements for fair labour practices, the protection of vulnerable workers and a workplace free from harassment and discrimination.

Several key areas are covered in the policy. In the area of human rights and fair labour, the policy calls for reasonable working hours and prohibits discrimination based on race, colour, religion, gender, gender identity, sexual orientation, national origin, age, disability, marital status or any other protected status under applicable law. On child labour, the Group commits not to employ anyone under the legal minimum working age of the host country, and never below 15 years (or 14 where permitted under ILO exceptions and applicable local law). Similarly, provisions are in place to ensure students and young workers are taken care of. The Group prohibits all forms of forced, bonded, trafficked or indentured labour including debt bondage and modern slavery. All employees have the right to a workplace free from intimidation and retaliation.

To provide clearer context at the Business Unit (BU) level, headcount data is presented alongside the Group’s total workforce.



Total Headcount in 2025:
4,420



Across the Group, in addition to our direct employees, we engage a limited number of non-employee workers whose activities are supervised and directed by the Group. These primarily include temporary and contract workers, agency supplied personnel supporting manufacturing, logistics, and technical operations as well as interns and trainees participating in structured development programmes.

These individuals typically perform production and warehouse support, administrative functions, project-based assignments and specialised technical services, depending on the business unit and country. All non-employee workers are required to comply with the Group’s policies, health and safety standards and code of conduct, and their engagement is managed in accordance with applicable local labour laws and responsible employment practices.

Gender Equity

At Jebsen & Jessen, we believe that respect for human rights and the promotion of gender equality are fundamental to building a sustainable, responsible and inclusive organisation. We are committed to upholding internationally recognised human rights standards across our operations and value chain, ensuring that every individual is treated with dignity, fairness and respect. We foster a diverse and inclusive workplace where equal opportunities are provided regardless of gender, race, religion, age, disability or background. By promoting gender equality, empowering women and creating a culture of mutual respect and zero tolerance for discrimination or harassment, Jebsen & Jessen strives to create an environment where all employees can thrive and contribute meaningfully to our shared success.



Female Representation Across the Group

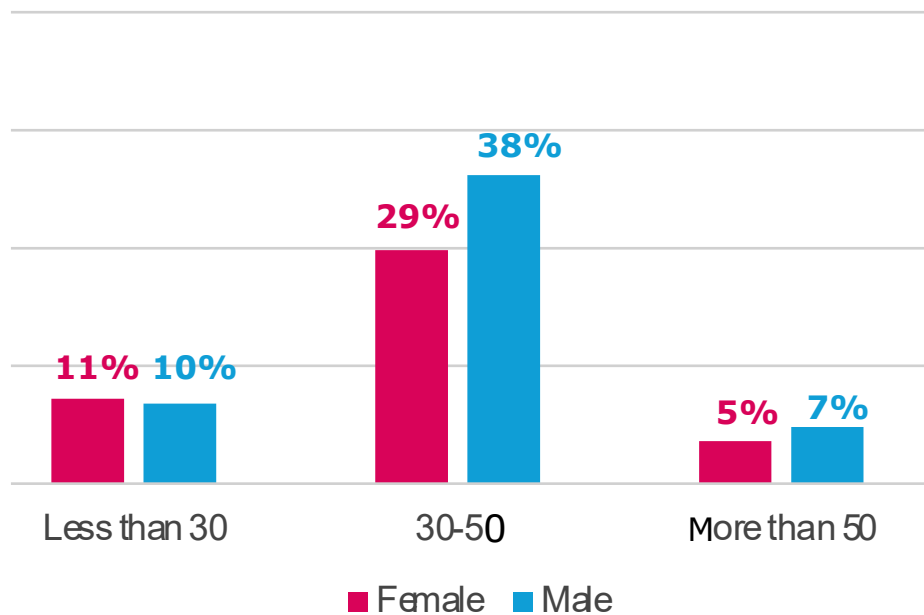


33%
Female



67%
Male

Voluntary Turnover (proportion by age group and gender)



Flexible Work Arrangements (FWA)

Since 2022, a FWA policy has been in place where full-time employees (including probationers) may, if eligible, apply to work remotely for up to two days each week. This is available for employees when working from the location poses no adverse effect on the performance of their work.

It is subject to the nature of work (some operational roles such as manufacturing production and offsite mining are clearly unsuitable for this arrangement) and granted at the discretion of the company management.

Also we provide FWA that support family responsibilities and benefit all parents, particularly women pursuing leadership roles. Some of our offices are equipped with nursing rooms and are located in buildings with daycare facilities to better support employees with young children.

Recognising that cultural norms in some countries may influence women's career advancement, we approach these challenges with respect and cultural sensitivity. Our diverse regional HR teams provide localised support and ensure our policies balance cultural contexts with our commitment to gender equality, inclusion and equal career opportunities for all employees.

A FWA provision has strengthened both employee wellbeing and business performance. When effectively managed, they improve work life balance, increase morale and engagement, enhance productivity by allowing employees to work during their most effective hours, broaden our talent pool and support business continuity during disruptions. Hybrid work has also reduced commuting and business travel, contributing to a smaller carbon footprint while enabling global collaboration.

Implementation of such arrangements is supported by clear communication, appropriate digital tools, accountability measures and monitoring through a dedicated electronic system to ensure productivity and team cohesion.

Collective Agreement

Within our Group, collective agreements apply only to the manufacturing operations in Singapore and are mandatory solely for Jebsen & Jessen Packaging Singapore. In Singapore, collective bargaining arrangements are common within unionised manufacturing environments.

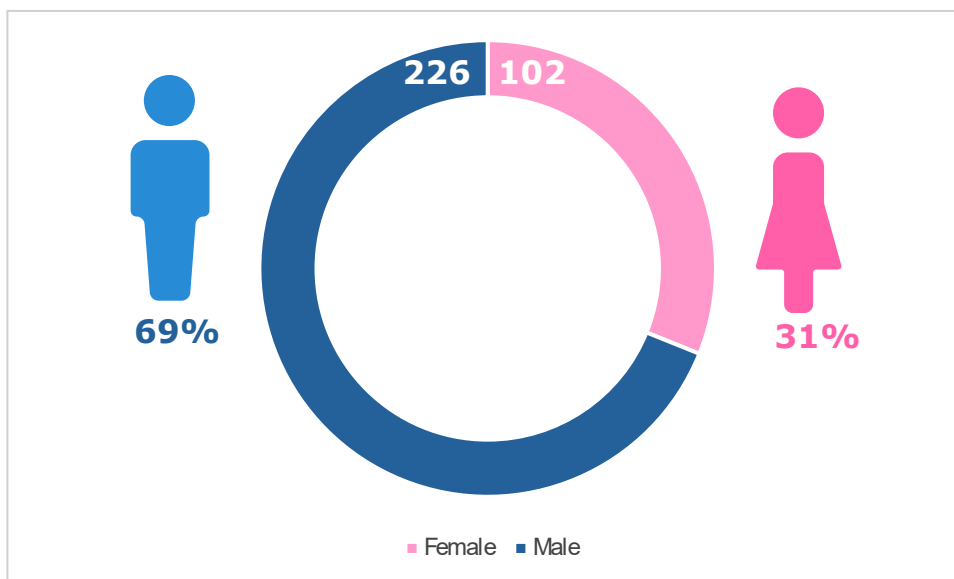
Diversity, Equality and Inclusion (DEI)

While our HR systems currently track religion, age and nationality, we recognise that diversity also includes socioeconomic background, gender identity, language, disability, sexual orientation and ethnicity.

We are committed to creating an inclusive workplace where every employee feels respected and supported. This includes maintaining accessible offices, being attentive to family circumstances and ensuring that non English-speaking colleagues can access information and support in their preferred languages.

We believe diversity strengthens innovation, creativity and performance. Our goal is to foster an open environment where everyone can thrive, regardless of background. Employees and external stakeholders may report concerns, including discrimination, through multiple confidential channels, such as their direct supervisors, Human Resources, designated ethics representatives or the Group's whistleblowing reporting platform. In 2025, the total number of confirmed incidents of discrimination reported during the reporting period was zero.

Proportion of Women in Managerial Positions in 2025



Note: Includes senior managers and managers with people management responsibilities

Employee Wages and Benefits

We treat wage and benefits information with strict confidentiality. To maintain market competitiveness, we conduct salary benchmarking every two years in collaboration with Mercer and Korn Ferry. In addition, we carry out an annual comprehensive review of total compensation, covering both fixed salaries and incentive schemes for all employees.

The Group operates across multiple jurisdictions, where minimum wage regulations may vary. In countries where statutory minimum wage requirements apply, the Group ensures full compliance, with all employees compensated at or above the prescribed levels.

As part of our continuous improvement efforts, we plan to conduct a comprehensive benefits study to assess internal alignment across the Group and benchmark our offerings against the broader market.

Our benefits framework is designed to support employee well-being and financial security. Key benefits include paid leave and holiday, medical and health insurance, hospitalisation coverage, personal accident insurance, learning and development opportunities, long service awards as well as health and wellness initiatives, in addition to statutory benefits required in each operating country. These programmes aim to promote holistic well-being and provide protection for employees and their families.

Moreover, we are committed in supporting employees through parental transitions and fostering an inclusive, family-friendly workplace. Other than maternity and paternity leave for new parents, we also offer leave for family care and childcare to eligible employees.



Employee Satisfaction Score

Employee satisfaction reflects overall workplace engagement and organisational health. We assess satisfaction through regular surveys to understand employee perceptions of their work environment, leadership and development opportunities. In 2025, the employee satisfaction rate was 82% according to the biennial Employee Pulse Survey, providing valuable insights to guide improvements and strengthen engagement across the Group.



Average Hours of Training per Year per Employee and Expenditures

Employee training is essential to building a capable, adaptable and high-performing workforce. By investing in continuous learning and development, we strengthen skills, enhance knowledge and support both professional growth and business success. Providing structured training opportunities across all levels helps ensure employees remain competent, confident and prepared to meet evolving operational and industry demands.

This commitment is reflected across a diverse workforce, with training participation spanning all age groups, demonstrating an inclusive approach to lifelong learning and continuous development.

The training programmes conducted during the year included leadership development sessions, Growth Mindset workshops for different management levels, Train-the-Trainer programmes, Employee Life Cycle for managers, Learning Festivals and functional workshops such as business acumen and corporate values, among other technical and specialised courses across the Group.

In addition, regular performance and career development reviews were conducted to support individual growth and succession planning. In 2025, all full-time employees received a formal performance and career development review.

Average of Recorded Hours of Training in 2025

Group average

8.25*

Hours per year per employee

**Excludes OHS training hours*



Expenditure on Employee Training in 2025

Total
SGD **253,277***

**This value only covers Packaging, Technology and Industrial Engineering (JJ-Lurgi). We will work on expanding data collection to all BUs for future reports.*



Safety Accountability

Strong safety accountability enables us to maintain high occupational health and safety standards across the Group. We have implemented a structured occupational health and safety management system aligned with internationally recognised standards such as ISO 14001 and ISO 45001, which are integrated to our governance framework, management systems and daily operations. Between the two ISO certifications, the areas covered include: customer requirements, compliance by contractors and suppliers, staff competency, training and awareness, environmentally preferred purchasing practice, global warming and pollution, work stress and work-related injury.

We apply systematic processes to identify and assess work related hazards for routine and non-routine activities, using competent personnel and the hierarchy of controls to eliminate or minimise risks. EHS procedures are in place, covering risks and opportunities identification, audit, communication, safety management and emergency response, among other aspects. Our occupational health and safety management system applies to all employees and to non-employees whose work and workplaces are controlled by the Group. Effectiveness is monitored through inspections, audits and incident reviews, with findings used to strengthen and continuously improve the system. Workers can report hazards through established channels and are protected from retaliation, and they may remove themselves from unsafe situations without fear of reprisal.

Work instructions include business travel advice, controlled paper consumption, electrical safety, electricity conservation and office ergonomics. Work related incidents are investigated to determine root causes and corrective actions, and lessons learned are shared across the Group. Occupational health services support hazard identification and risk mitigation. Worker participation is ensured through regular consultation, communication and, where established, joint management worker safety committees that review performance and recommend improvements.

The results of ISO 14001 and ISO 45001 audits are reviewed at least annually by country and regional management within the respective BUs. EHS accident and incident reports are reviewed as they arise by country and regional management, shared across BUs, and escalated to the Executive Board. In 2025, key leaders had safety integrated to their performance evaluations, reinforcing responsibility and commitment at all levels.

Furthermore, in 2025, 85.3% of the Group's senior management had safety integrated as a performance evaluation criterion.

Expenditures on Employee Health and Safety as a Proportion of Revenue

Total expenses for occupational health and safety (OHS) during the reporting period comprise insurance premiums, company-financed healthcare activities and all costs related to maintaining a safe and healthy working environment. This includes expenditures on hospitalisation claims, health insurance, personal accident coverage and safety-related programmes. The total is measured against Group revenue for the same period to provide perspective on the scale of investment.

In 2025, the Group spent over SGD 600,000 on employee health and safety programmes and activities. This amount covers activities organised by country-level health and wellness committees as well as initiatives organised by company-level EHS committees to promote workplace safety, health awareness and preventive measures across all operations.

Occupational Health and Safety Training

Occupational Health and Safety (OHS) training is a fundamental component of our commitment to maintaining safe and healthy workplaces. We provide regular and structured training programmes to equip employees and contractors with the knowledge and skills required to identify hazards, manage risks and prevent incidents. Our OHS training covers site-specific safety procedures, emergency preparedness, safe work practices and regulatory compliance requirements. Through continuous learning, refresher courses and targeted safety initiatives, we reinforce a proactive safety culture and ensure that all personnel are aligned with the Group’s safety standards and expectations.

Table 8.1 Occupational Health and Safety Training

Indicators	Unit	2025
Total OHS training hours	Hours	4,430



Occupational Health and Safety Incidents

Safety is our top priority. In 2025, the Group recorded a minimal number of occupational injury incidents, reflecting our continued focus on maintaining safe and healthy workplaces across all operations.

Table 8.2 Occupational Health and Safety Incidents

Indicators	Unit	2025
Number of fatalities (employees)	Number	0
Rate of fatalities as a result of work-related injury (per 200,000 hours worked) (employees)	Rate	0

Contractor Safety Assessment

Contractor Safety Assessment ensures that internal and high-risk contractors and suppliers meet our health and safety standards. Through structured audits and evaluations, we monitor compliance with our safety requirements and promote consistent safety practices across all operations.

We track the percentage of internal and high-risk contractors and suppliers audited each year. In 2025, 35.7% of internal and high-risk contractors and suppliers were audited annually, reflecting our continued commitment to strengthening oversight and maintaining high safety standards across the Group.

Table 8.3 Contractor’s Safety Assessment

Indicators	Unit	2025
Percentage of internal and high-risk contractors and suppliers audited annually	%	35.7

8.3 Stakeholder Engagement & Partnerships

Engaging with stakeholders is crucial to gather perspectives, expectations and needs of those we work with, including employees, customers, suppliers, communities and other partners, to be accounted for in our priorities and actions. By leveraging structured engagement platforms and communication channels, the Group is able to gather meaningful insights that shape our strategic focus and strengthen accountability across operations. Partnerships also play a critical role in enabling shared value creation, fostering collaboration on emerging sustainability challenges and enhancing our ability to innovate and adopt responsible practices across complex value chains. Through this integrated approach, stakeholder engagement becomes a key driver of long term resilience, trust and sustainable growth for the Group.

Recognising the importance of stakeholder engagement, the Group plans to develop a Group-wide stakeholder management framework by 2030, which will be rolled out across all BUs. The Group also plans to regularly engage with our key suppliers to promote good business practices and sustainability values across the supply chain by 2030.



8.3.1 Performance

Community Investment

In 2025, we engaged with beneficiaries directly and indirectly in countries including Vietnam, Indonesia and Myanmar, through our flagship employee volunteerism programme Meet a Need through NGOs World Vision International and Seven Clean Seas, as well as our emergency response partnership with Save the Children.

The Group invested over SGD 500,000 into community initiatives in 2025. Out of this investment, SGD 200,000 was invested into the flagship Meet a Need programme. More than SGD 50,000 was channelled into the Save the Children's emergency response fund. The remaining amount represents various BU-driven community projects.

8.3.2 Case Studies

Meet A Need

Established in 2007 by Chairman Heinrich Jessen, the Meet a Need Programme is a Group-wide flagship initiative that integrates corporate volunteering with targeted financial support for social and environmental projects across the ASEAN region. The programme creates meaningful, hands-on opportunities for employees to contribute directly to the communities in which we operate. In 2025, the programme was nominated for best employee engagement at the CX Asia Awards.

Since its inception, the initiative has received more than 3,000 applications from colleagues. Over 600 employees have taken part in week-long volunteer deployments, collectively contributing 24,000 service hours across countries including Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam.



Conducted twice annually, the programme reflects our long-term commitment to community investment. Today, the Group allocates SGD100,000 per engagement to fund both project implementation and associated travel costs. Cumulatively, more than SGD6 million has been invested in addressing local needs throughout the region.

Participation is open to all colleagues through a bi-annual application process. To promote inclusivity and cross-functional collaboration, final participant selection undergoes an objective review process that prioritises first-time applicants and ensures diverse representation across business units, job grades and countries.

Upon returning, participants share their experiences through internal presentations, fostering broader engagement and reinforcing a culture of purpose, empathy and collective responsibility across the organisation.

Since 2007

28.000+ hours spent
volunteering

500+ employees
since 2007

SGD 6 million+

invested by Jessen & Jessen

>30 communities

Combines corporate
volunteering with funding for
projects that meet
specific social or
environmental needs in
the ASEAN region

Improving sanitation in Nam Giang, Vietnam

In May 2025, an eclectic group of 17 colleagues undertook a Meet a Social Need journey to the Nam Giang Province near Danang, Vietnam with a shared purpose of helping local villagers.

Over the week-long assignment organised by partner World Vision International, we engaged and collaborated with the people in the village to build latrines, create a sustainable water system and setting up mushroom farms. Volunteers were fully engaged in a range of impactful community activities. Our journey began with a warm welcome marked by a graceful traditional dance “Echoes of Song from the Mountains and Forests of Nam Giang” performed by the women of Nam Giang village.

Then, we attended an informative and engaging session from the community leader about the importance of hygiene and shared our plans to help build latrines for the families. Later on, we joined the children at the Children’s Club assisting them in preparing for the upcoming Children’s Day on June 1.



The next couple of days involved latrine building. Divided into four teams, we joined local villagers to construct and complete four separate latrines for different households. With each latrine at a different stage of progress, we worked hard to be the best team and offer the most valuable support. By building latrines in these homes, we aim to improve hygiene and promote better health within the community.

Next, we spent a day laying down 400m of water pipes in the waterways near the road. The purpose of this was to help provide a sustainable water system, better and cleaner water for locals to use.

The last day of the volunteer week was focused on farming practices. Our original plan was to help install 1,000 bags of mushrooms to help boost local food supply and income for the locals and the community. We were not confident about our timing earlier in the day, but after five days of teamwork we were now a well-oiled machine and ended up installing 3,000 bags of mushrooms instead!

This trip has touched each of us in a unique way. From the emotional moment of receiving a Children’s Day card despite the language barrier, to the quiet pride in knowing we’re contributing something lasting and meaningful like the latrines — every experience left its mark. Each of the volunteers returned home changed for the better.



Battling plastic pollution in Batam, Indonesia

In Aug 2025, 16 volunteers from seven countries, including Olivia Chua, our Group Chief Human Resources Officer came together in Batam, Indonesia, for a journey that changed the way we look at plastic waste. What began as a group of strangers quickly became a team united by a shared purpose: protecting our seas while learning from communities leading the way in sustainability.

We kicked off with a beach cleanup, joined by Mark Gabel, CEO of MSM. Gloves on and bags in hand, we hit the shoreline and saw how much everyday waste ends up in the ocean. It wasn't overwhelming, working side by side made it energising. Every bottle, wrapper and piece of plastic felt like a small win. To keep spirits high, we split into teams (Trash Talker VS Clean and Green) and set a bold target: 700kg of trash.

Later, we visited partner Seven Clean Seas' Material Recovery Facility (MRF), where volunteers took part in sorting and baling plastics for recycling. Seeing the process up close revealed how collected waste can re-enter the circular economy instead of polluting nature. In Setokok Village, we saw how education from Seven Clean Seas has helped transform waste habits. In the past, trash often piled up under houses. Today, families manage it properly, keeping their surroundings clean and healthier for everyone.



In Tanjung Uma, the challenge is bigger, but change is taking root. Volunteers joined Seven Clean Seas in supporting household waste-separation routines. To understand the process, we dug into bins, collected discarded plastics and learned how they are sorted and prepared for recycling. Only a few houses currently have roofs made from recycled plastic tiles, but each one represents a step away from asbestos toward a safer, sustainable future. With guidance from Seven Clean Seas, communities like Tanjung Uma are beginning to reduce waste and put it in the right place: small steps that can spark lasting change.

At the Bengkong River, we helped install a barrier to stop trash before it reached the sea. Sorting through the intercepted waste reminded us that preventing pollution upstream is just as critical as cleaning beaches downstream.



On our final day, joined by Group CEO Per Magnusson and Head of Corporate Communications & Employee Experience Darren How, we returned for one last beach cleanup. It felt different no longer just an activity, but a responsibility we had grown connected to. Later, we shaped recycled plastic into souvenirs, keepsakes of a journey we'll never forget. Together, our teams surpassed the 700kg goal, collecting an incredible 1,100kg of waste. And we gave the keychains to 153 Tanjung Uma Elementary school students.

The trip rounded off with the customary cultural evening that was beamed live on Facebook, drawing over 1,000 views.

We left Batam with more than memories. We carried stories of resilience, practical ways to reduce waste and the conviction that everyone can make a difference. The real lesson? The problem isn't plastic itself, it's mismanaged waste. Plastics are indispensable in modern life, from preserving food to protecting lives in hospitals. The challenge is ensuring it stays where it helps and out of places where it harms.

Protecting the ocean isn't only about cleanups; it's about shifting perspectives, building communities and committing to daily action. Each of us left Batam as part of something bigger: a movement of ocean guardians working for a cleaner, more sustainable planet.

Save the Children Emergency Response Fund

Save the Children is an international non-profit organisation dedicated to advancing the rights and well-being of children worldwide. Through rapid emergency response and innovative development programmes, the organisation supports vulnerable communities and safeguards children's futures.

In the immediate aftermath of disasters such as typhoons and earthquakes, when relief and recovery efforts must commence without delay, experienced organisations like Save the Children play a critical role. With specialised expertise and established response systems, they are able to mobilise swiftly and deliver effective, targeted assistance in times of crisis.

In recognition of this capability, Jebsen & Jessen Group established a "Partner of Preference" agreement with Save the Children. Rather than providing ad hoc contributions, the Group commits an annual funding allocation that can be deployed within 24 hours to support Category 1 or 2 emergencies across the ASEAN region.

This structured partnership enables timely, high-impact intervention, ensuring that our support reaches affected communities quickly and meaningfully when it is needed most.



Aftermath of Myanmar earthquake

A 7.7-magnitude earthquake sent high-rise buildings shaking and rendered traffic to a standstill in some parts of Myanmar, Vietnam and Thailand on Mar 28, 2025. Fortunately, Jebsen & Jessen offices and factories in the affected countries were not impacted much.

Despite Myanmar being the epicentre of the earthquake, Yangon was largely spared and colleagues there were safe. Sorachai Building, housing most of our Thai operations, successfully evacuated all tenants and our colleagues also reported safe. Colleagues at Sorachai Building worked from home for a short period as inspections were underway. In Vietnam, colleagues were asked to return home, just in case.

Jebsen & Jessen acted swiftly in the aftermath of the Myanmar earthquake, with the activation of Save the Children emergency funds and local manpower to help in relief efforts.

The devastating earthquake left communities shattered. Countless families lost homes, loved ones and their sense of security, facing urgent needs while displaying remarkable courage in the face of tragedy.

According to the UN, over one-third of the population, 19.9 million people, were in desperate need of aid. Over 3.5 million people were displaced from their homes. Many of the displaced were left without adequate shelter, exposed to harsh weather and struggling to survive in dire conditions.

In our small ways, our partnership and swift actions with Save the Children helped address the most critical issues by:

- Ensuring food security for children and families, creating income-generating opportunities to support self-reliance and resilience during recovery.
- Protecting children from preventable diseases and avoidable deaths by improving access to and utilisation of essential health, nutrition and water, sanitation and hygiene services.
- Ensuring children receive continuous, quality education.
- Child protection programmes for vulnerable children, with services tailored to meet their specific needs.



Meanwhile with the strong support of Jebsen & Jessen Ingredients CEO Lim Siew Tin, Myanmar colleagues donated 75,000 Klorsept® Disinfectant Tablets to affected communities. These tablets came in practical 10-tablet packages that were easily distributed in disaster zones.

Most remarkably, some colleagues set aside time from their busy schedules to volunteer for two full days of packing 7,500 individual bags for distribution. "Showing empathy at this moment will really help the people in Myanmar," said Siew Tin.

When disaster struck, trust became the foundation of effective relief efforts. Department Manager - Pharma & Personal Care May Oo Khine (Sally) explained, "In the chaos following the earthquake, we had to trust one another completely. Each team member took responsibility without hesitation, knowing their colleagues would do the same. This enabled us to coordinate our relief efforts efficiently when every minute counted."

Initial support reached Mandalay, Sagaing, Pyaw Bwal, Innwa, Amarapura, Innlay and Pyinmanar through 45 local charity and volunteer teams working tirelessly on the ground. Additional donations of Klorkleen® Cleansing Disinfectant were prepared as the situation evolved.

Chapter 9: Governance



9.1 Overview

Good governance is fundamental to business sustainability. At Jebsen & Jessen Group, we maintain strong governance practices that promote ethical conduct, sound oversight and responsible decision-making across our operations. As a diversified industrial conglomerate operating across multiple industries and countries, our sustainable growth is underpinned by a strong institutional framework and adherence to sound corporate governance principles.

Our governance approach is built on strong frameworks, with our Boards providing oversight to uphold corporate values, accountability and integrity. A multi-level board structure ensures clear oversight of strategic and operational matters across the Group, joint ventures and business units, enabling disciplined decision-making and long-term alignment. Through robust structures, transparent reporting and responsible business practices, we uphold high standards of compliance, risk management and ethical conduct – safeguarding stakeholder interests, supporting innovation and strengthening organisational resilience in a dynamic regional landscape.



9.1.1 Management Approach

Jebsen & Jessen Group manages corporate governance through a structured, Group-wide framework that embeds sound governance practices into our organisational structures and decision-making processes. These systems promote transparency, accountability and responsible leadership, while ensuring compliance with ethical and corruption-free business practices across our operations.

Without strong governance practices, businesses may face greater exposure to risks such as regulatory non-compliance, ethical breaches, fraud and corruption, weak oversight and reputational damage. Conversely, strong governance enhances strategic clarity, investor confidence, operational discipline and long-term value creation. Through clear policies, defined lines of accountability and robust internal controls, we strengthen risk management and safeguard stakeholder interests.

Corporate compliance is a key component of this approach. Operating across multiple countries and industries requires us to continuously monitor regulatory developments and ensure that our policies and practices remain aligned with applicable laws and regulations. Oversight is supported by our multi-level board structure at the Group, joint-venture and business unit levels, together with established codes of conduct and compliance frameworks that guide responsible business practices across the organisation.

9.1.2 Targets

Jebsen & Jessen Group has established strong foundations in governance, ethics, compliance and product safety through embedded policies and practices across its businesses. Building on this, the Group is committed to continuous improvement in response to evolving regulatory and stakeholder expectations, and has set targets to reinforce and strengthen performance in these areas.

ESG Material Topic	Commitment	Target
Governance, Ethics & Compliance	Maintain full compliance with regulations in all operating markets while continuing to implement robust anti-corruption and fraud prevention measures	Maintain high standards of governance, ethics and transparency in line with internationally recognised standards
Product Safety	Deliver products and services that meet regulatory standards and quality requirements by embedding safety and quality into the entire product and service lifecycle to minimise impacts on the environment and human health	Zero incidents of non-compliance with product, service safety and quality regulations

9.2 Governance, Ethics & Compliance

Governance, ethics and responsible ownership underpin Jebsen & Jessen Group's commitment to sustainable, long-term value creation, enabling consistent and responsible decision making, strengthening stakeholder trust and supporting the effective management of risks across our diverse operations and markets. Given the complexity of industrial operations across multiple jurisdictions, robust governance frameworks, ethical business practices and comprehensive compliance systems are essential to maintaining business integrity, continuity and long-term growth.

As a family-owned enterprise, our governance framework combines clear ownership principles, structured succession planning and professional management oversight to ensure continuity across generations. The principles guiding family participation, shareholding eligibility and board appointment are codified in shareholder agreements and trust statutes, reinforcing stability, accountability and stewardship. While we do not maintain a standalone family constitution, our rules of engagement are embedded in these agreements. Only family members with a direct bloodline to the second-generation shareholders and who actively work in the Group may become shareholders, and shares can only be acquired through purchase, not inheritance. Partnership and Board eligibility are granted based on demonstrated capability.

We maintain robust governance structures, clear accountability and transparent decision-making, supported by comprehensive compliance frameworks, codes of conduct and internal controls. These systems help mitigate risks such as legal penalties, reputational damage, increased regulatory scrutiny and higher cost of capital arising from governance or compliance failures, while enabling us to manage regulatory, ethical and data-related risks, uphold corruption-free practices and safeguard sensitive information. Responsible ownership is further reinforced through ongoing engagement with next-generation family members.

Together, these frameworks foster trust, fairness and respect across all stakeholder relationships, enhancing organisational resilience. Strong governance practices also drive improved operational efficiency and more effective risk management, supporting sustainable growth in an increasingly complex and digital business environment.

9.2.1 Performance

Note: For this metric, all Executive, Middle and Senior Managers in Jebsen & Jessen Group are represented.

9.2.1.1 Corporate Governance

Board Structures

The highest governance body of the Group is appointed in line with its family-owned structure, with nominations led by shareholders to ensure alignment with long-term strategy, continuity and responsible stewardship. Board composition is reviewed periodically to ensure an appropriate balance of skills and oversight capabilities, and committees are formed based on relevant expertise in areas such as audit, risk and sustainability.

In selecting members, the Group considers shareholder views, diversity of background and experience, independence where appropriate, and competencies relevant to the Group's impacts and operations. These include expertise in finance, international business, risk management, regulatory compliance and sustainability, ensuring effective governance and long-term value creation.

Total board seats held

231

Total individual board members

105 

(22.9% or 24 out of 105 board members are female.)

BU Boards and Advisory Committees:

To ensure structured and balanced oversight across all Business Units (BUs), two to three members of the management team participate in twice-yearly strategy meetings with each BU CEO. These sessions are conducted either as formal board meetings or advisory committees to review key issues, provide guidance and align on strategic priorities. This approach strengthens transparency, enhances strategic alignment and supports cohesive decision-making across the Group.

Jebsen & Jessen Group's Board of Directors, comprising both internal and external members, convenes twice a year to provide strategic guidance and oversight on the overall development and long-term direction of the Group.

Independent Directors

Independent directors are defined as individuals who are not, and have never been, shareholders or managers of the Group. In 2025, we have appointed two female independent directors to the Board. In addition, we have replaced a retired Executive Board member with a previous CEO of the Packaging BU. The Group's Board now comprises seven directors.

List of Board Members



JEBSEN & JESSEN

- Chui Tau Siong
- Euleen Goh
- Hans Michael Jebesen
- Heinrich Jessen (Chairman)
- Per Magnusson
- Fritz Graf von der Schulenburg
- Elaine Yew

The Board approves and reviews the Group's purpose, strategy and sustainability policies, while senior executives implement them and report on performance and risks. It oversees due diligence and risk management across economic, environmental and social impacts, considers stakeholder feedback and reviews process effectiveness at least twice a year to ensure strong governance and continuous improvement.

Table 9.1 Board Members by Age Range

Number of Board Seats Occupied ¹	Unit	Age Range (years old)	
		30-50	Over 50
Female (s)	Number	24	30
Male (s)	Number	53	124
Total	Number	77	154

¹All Board members are above the age of 30 years old.

During the year, the Board convened regularly to review and deliberate on key strategic, financial and governance matters concerning the Group. Board meeting minutes are confidential and circulated only among board members; therefore, detailed attendance records per meeting are not publicly disclosed.

We have a full-time internal audit department, led by a Group Director responsible for Audit & Taxation, who reports to the Chairman and Group CFO. This department conducts operational, compliance and process audits. While the frequency of department meetings and attendance isn't explicitly tracked, the audit department regularly reports its findings to both the Executive Board and Executive Management. Additionally, we engage an external auditor annually to conduct financial audit reporting as per statutory requirements.

9.2.1.2 Anti- Corruption Practices

Group Principles Against Corruption

Living by our corporate values in the pursuit of legitimate commercial success means fostering a culture of exemplary corporate and individual conduct. We promote professionalism, integrity and respect for sound social, environmental and commercial practices in all aspects of our business.

To ensure alignment with these principles, we have established stringent policies and protocols that are accessible to and understood by all employees. These frameworks articulate the Group's operational guidelines and core values, reinforcing a corporate ethos centred on transparency, accountability and responsible conduct. They address key areas including legal and ethical compliance, risk management, anti-corruption, fair competition and appropriate behaviour in all business interactions.

For the reporting year, the Group recorded zero corruption-related fines or settlements, reflecting the effectiveness of our compliance framework and governance controls.

Corporate Compliance and Practices

Through continuous communication and reinforcement of these standards, we embed integrity into our daily operations and decision-making processes across the Group. We maintain strict internal audit processes and demonstrate a strong commitment to transparency and ethical business practices. We also maintain processes to remediate identified negative impacts, including confidential grievance and whistleblowing channels for employees and relevant stakeholders. All reported matters are assessed, investigated and addressed through appropriate corrective actions, with outcomes monitored to ensure effective resolution and continuous improvement.

To further strengthen governance awareness, the Group HR Talent Team developed a Corporate Governance eLearning course in collaboration with the Executive Board, Legal and Audit teams, launched in 2023. The course covers five key areas: Conflict of Interest; Corruption; Fraud, Dishonest Acts and Anti-Competition; Theft and IT Misuse; and Employees' Roles and Whistleblowing, reinforcing accountability and responsible conduct across the organisation.

In 2025, the Group averaged 0.5 hours of anti-corruption training per employee.



Policies: Business Principles and Code of Conduct

Transparency is a core principle of our governance framework. Our Employee Code of Conduct and supporting policies are aligned with international standards and best practices, setting clear expectations for both corporate and individual behaviour. The Code defines the standards to which all employees are held and reinforces our commitment to integrity and responsible business conduct.

This Policy and Guideline applies to all Group Member Companies and is reviewed regularly to ensure continued relevance and responsiveness to the evolving needs of our communities, customers, employees, suppliers, business partners and shareholders.

The Group's governance framework is supported by a comprehensive set of internal policies and procedures covering areas such as business conduct, anti-corruption, fair competition, employment practices, procurement and risk management, complemented by relevant training and awareness programmes.

These policies collectively address key areas such as corporate governance, conflicts of interest, improper payments, risk management, unethical behaviour and anti-competitive conduct. The Group prohibits anti-competitive conduct and unethical business practices in accordance with its relevant policies. All business activities must comply with applicable competition laws and internal guidelines. Any suspected violations may be reported through established confidential channels in accordance with the Whistleblowing Policy and relevant procedures.

We foster a culture in which employees are encouraged to raise genuine concerns about behaviour, decisions or actions perceived to be unethical. Employees may report potential violations to Senior Management or the Executive Board, with matters handled confidentially to protect trust and stakeholder confidence. In addition, employees may write directly to the Chairman via a dedicated "Right to Speak" email address, ensuring a confidential and secure channel for reporting concerns.

In 2025, the Group had no significant instance of non-compliance with laws and regulations in the countries we operate in.



9.2.1.3 Information Security

As part of our activities we manage sensitive information. In line with industry best practices, and our own personal standards, we invest in the technology our organisation needs to fulfil the risk management and ethical responsibilities we face. A comprehensive coverage of areas including asset management and system access allows us to effectively address these security issues. For the reporting year, the Group recorded zero substantiated complaints received concerning breaches of customer privacy.

9.2.1.4 Internal Control

We believe that effective internal controls safeguard our financial stability. Internal controls are carried out throughout the Group, at all levels and in all functions. They include a range of activities as diverse as approvals, authorisations, verifications, reconciliations, reviews of operating performance, security of assets and segregation of duties.

These policies are outlined in every employment contract that is issued. Moreover, every year, all employees are taken through the policy document and requested to sign off on it. Beyond the processes, we create an environment that nurtures the capabilities and behaviours that ensure internal control from the competence of our people to the management's philosophy and operating style to the ways in which we organise and develop staff to the attention and direction our Board of Directors provide.

9.3 Economic Performance & Impact

The long-term stability and prosperity of the Jebsen & Jessen Group depend on balancing economic growth with environmental and social responsibility, as strong economic performance enables the Group to sustain operations, invest in innovation and communities and navigate market volatility across the diverse regions in which we operate. We pursue sustainable growth through ethical business conduct, financial prudence, social equity and efficient resource management.

Our history reflects a strong focus on organic growth across diverse businesses around the world, supported by long-term partnerships, reliable services and quality products. We actively manage market, currency and country-specific risks to maintain economic resilience, while driving revenue diversification and growth through new markets, business model innovation and value-added offerings that support premium pricing and margin enhancement.

A conservative capital structure, low debt-to-equity ratio and substantial cash reserves underscore our financial stability and independence. Debt is used primarily for currency hedging, not expansion. Through disciplined management, green and community investments, R&D initiatives and prudent balance sheet practices, we enhance operational efficiency, achieve cost advantages through technology and process optimisation and support long-term value creation through sustainable business practices, demonstrating our commitment to responsible, transparent and sustainable business.



9.3.1 Performance

Note: Performance for "Economic Performance & Impact" includes 2025 data only; reporting will continue in future years.

9.3.1.1 Revenue and Value Added

Table 9.2 Total Group Revenue and YoY Growth

Year	Unit	Total Group Revenue	YoY Growth
2025	SGD Millions	1,471	23%

Table 9.3 Gross Value Added (GVA) and Net Value Added (NVA) in 2025

BUs	Unit	Gross Value Added (GVA)	Net Value Added (NVA)
Connectivity Solutions	SGD Millions	42,208,036	41,046,487
Industrial Engineering	SGD Millions	34,056,164	33,776,673
Industrial Garnet	SGD Millions	27,489,633	26,446,659
Ingredients	SGD Millions	47,601,640	47,411,162
Mobility, Industry & Beverage	SGD Millions	71,476,620	69,313,021
Packaging	SGD Millions	40,426,477	34,442,180
Technology	SGD Millions	25,644,838	25,034,407
Holdings	SGD Millions	564,192	(707,322)
Total	SGD Millions	322,834,272	308,732,494

GVA: Revenue minus cost of sales

NVA: Revenue minus cost of sales minus fixed assets depreciation

9.3.1.2 Taxes and Other Payments to the Government

We are choosing not to disclose the value of tax amounts and other payments made to the government as this is sensitive information. Nevertheless, we wish to emphasise that the Group diligently follows a policy of fulfilling all tax and other payment obligations to the government as required in all the countries in which we conduct our operations. This commitment encompasses all taxes and levies, such as income tax, value-added tax and property tax.

9.4 Product Stewardship

Our approach to Product Stewardship integrates Environmental, Health & Safety (EHS) considerations into every stage of product and service development, as the safety, quality and environmental performance of our products and services are central to maintaining customer trust, meeting regulatory requirements and supporting responsible growth across our diverse businesses. We are committed to delivering solutions that minimise environmental impact, safeguard health and safety throughout the product lifecycle and promote energy and resource efficiency.

From design and sourcing to use and end-of-life management, we prioritise responsible material selection, sustainable supply chain practices and compliance with applicable safety standards. We actively promote recycling, reuse and safe disposal to reduce waste and conserve resources, while managing risks such as extended producer responsibility obligations and market access limitations.

By embedding sustainability and safety into our innovation processes, we ensure our products and services create long-term value for customers, communities and the environment while supporting responsible business growth, including opportunities in circular business models, enhanced product value through durability and recyclability and innovation in product design and material recovery.



9.4.1 Performance

Note: Performance for "Product Stewardship" includes 2025 data only; reporting will continue in future years.

The Group remains committed to complying with all applicable laws and regulations in the jurisdictions in which it operates.

9.4.1.1 Product Safety & Quality

Product safety and quality are integral to our commitment to responsible and sustainable business. We embed Environmental, Health & Safety (EHS) considerations into product and service development to ensure compliance, safety and minimal environmental impact throughout the product lifecycle. Our performance is systematically monitored through defined indicators, including the number of product recalls and total units recalled, regulatory non-conformance rates and associated corrective action rates and the number of formal product safety reviews conducted annually. We also track financial impacts arising from product-related defects, including legal losses and safety-related rework costs, to ensure accountability and continuous improvement.

In addition, we monitor responsiveness to safety-related customer complaints, measured by the percentage resolved within established service-level timelines.

Together, these governance, compliance, financial and customer-focused indicators demonstrate structured oversight and our commitment to delivering safe, reliable and high-quality products that maintain customer trust and long-term value.

Table 9.4 Product Recalls & Safety Incidents

Indicator	Unit	2025 Performance
Number of Recalls Issued	Number of cases	0
Total Units Recalled	Number of cases	0

Table 9.5 Product Regulatory Compliance & Corrective Actions

Indicator	Unit	2025 Performance
Non-compliance rate for product safety regulations	%	0
Associated corrective action rates for product safety regulations	%	0
Amount of monetary losses due to legal proceedings associated with defects and product safety	SGD	0
Amount of defect and safety related rework cost	SGD	281,650

Table 9.6 Number of Product Safety Reviews and Assessments

Indicator	Unit	2025 Performance
Number of Product Safety Reviews and Assessments	Number of reviews	10

9.4.1.2 Product Marketing and Labelling

Jebsen & Jessen Group is committed to providing transparent, accurate and responsible product and service information across its business operations. The Group has established internal policies and compliance procedures to ensure that product labelling and service information meet applicable regulatory requirements and industry standards in the markets where it operates.

Such procedures require the disclosure of relevant information concerning the sourcing of components, where applicable, particularly through supplier due diligence processes. Information regarding product content, especially substances that may produce environmental or social impacts, is reviewed and disclosed in accordance with regulatory requirements and supplier specifications. Safe use instructions, warnings and user guidance are mandatory components of product documentation and labelling. Where relevant, disposal instructions and information concerning environmental or social impacts are also provided, particularly for regulated products such as automotive components, batteries, packaging and electronic equipment.

During the reporting period, 100% of significant product and service categories were covered by and assessed for compliance with our procedures for product and service information and labelling.



9.4.1.3 Sustainable Supply Chain

Our sustainable supply chain approach is embedded within standard procurement practices and aligned with evolving regulatory requirements. While we do not currently maintain a formal Supplier Code of Conduct, EHS considerations are integrated to procurement processes, supported by the Group's General Terms of Purchase and additional BU-specific or site-level safety requirements.

We monitor supplier management through indicators such as the number of key suppliers, suppliers engaged through training, communication of supplier conduct expectations and vendor acknowledgement by spend. We also track local versus foreign procurement and the percentage of procurement budget spent on local suppliers at significant locations of operation, demonstrating our commitment to supporting local economies while maintaining quality and cost competitiveness.

Environmental and social risks within the supply chain are assessed through the identification of suppliers with significant actual or potential negative impacts. While we are currently unable to quantify the percentage of sustainably sourced materials due to the absence of formal anti-slavery or child labour codes, based on available information we are confident that our established suppliers are not associated with such practices.



Chapter 10: Business Unit Sustainability Overview

10.1 Packaging

10.1.1 CEO Message



Chang Chee Keong

CEO, Jebsen & Jessen Packaging

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At Jebsen & Jessen Packaging, sustainability is integral to how we create value for our customers and society. For over five decades, we have delivered innovative packaging solutions while continuously improving the way we manage environmental impact across our operations and products.

We recognise the challenges associated with materials such as plastics and foam, and we are committed to addressing them by working with our customers for a material-neutral approach—selecting solutions based on lifecycle performance, efficiency and environmental impact. By advancing recyclability and supporting circular economy principles, we strive to balance product protection with responsible resource use.

Our progress is reflected in tangible actions—from expanding solar energy across our facilities and transitioning to biomass fuel in Vietnam, to strengthening workplace safety through rigorous regional audits. These initiatives demonstrate our commitment to reducing emissions, improving operational resilience and ensuring a safe environment for our people.

As we move forward, we remain dedicated to working closely with our customers and partners to develop practical, sustainable solutions that meet evolving needs while contributing to a more sustainable future.

Chang Chee Keong

CEO, Jebsen & Jessen Packaging

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10.1.2 Core Business

Jebsen & Jessen Packaging is a leading provider of comprehensive packaging solutions, specialising in a wide range of protective cushioning and bottling. With over five decades of experience, Jebsen & Jessen Packaging has been dedicated to serving customers across the region.

Product offerings encompass blow moulding, protective packaging, engineered foam and foam components, delivering innovative solutions to meet diverse packaging needs. Jebsen & Jessen Packaging takes a material neutral approach, collaborating with customers to select materials based on lifecycle environmental impact and performance, working with a range of materials to develop specific solutions to suit customer needs.

10.1.3 Sustainability Approach

Recognising the environmental challenges associated with plastics and foam, Jebsen & Jessen Packaging is committed to mitigating impact by applying a material-neutral approach, enhancing recyclability and advancing circular economy practices. Expandable polystyrene (EPS) is widely used to protect goods such as electronics during transport, helping to reduce product damage, waste and transport emissions due to its lightweight and efficient cushioning properties.

While EPS is often flagged out for not biodegrading and requiring proper disposal, it is non-toxic in normal use and does not contribute to ozone depletion. Its overall environmental impact is best assessed through a life cycle analysis (LCA), which shows that in certain applications EPS can result in lower energy use, reduced material consumption and lower emissions compared to some alternatives.

Jebsen & Jessen Packaging continues to address these challenges by optimising material use, supporting recyclability where possible and working with customers to develop solutions that balance performance with environmental responsibility.

EPS is widely used in packaging and construction, particularly to protect electronics during transport. Alternatives often cost more and provide weaker cushioning, which can require more materials and larger packaging, increasing transport emissions and waste.



10.1.4 Highlighted Sustainability Initiatives

10.1.4.1 Powering Operations with Solar Energy

As part of the commitment to climate action, Jebsen & Jessen Packaging is expanding the use of renewable energy across regional operations through the installation of solar energy systems at multiple sites. Implemented progressively from 2019 to 2026, this initiative supports efforts to reduce carbon emissions and transition towards cleaner energy sources.

By generating renewable electricity on site, the solar systems reduce reliance on conventional power while improving energy efficiency across the facilities. This contributes to lowering the carbon footprint of the organisation towards more sustainable operations.



Key installations include:

Vietnam	Indonesia
• Solar system capacity: 882 kWp • Power generated (Jan–Dec 2025): 698 MW	• Solar system capacity: 1,660 kWp • Power generated (Jan–Dec 2025): 1,197 MW

Together, these installations generated 1,895 MW of renewable electricity in 2025, supporting efforts to integrate renewable energy into operations and reduce reliance on conventional energy sources. This is in addition to earlier installations across the Packaging plants in Singapore and Malaysia.

Through this initiative, Jebsen & Jessen Packaging continues to explore practical solutions that strengthen climate resilience and improve the operational sustainability.

10.1.4.2 Transitioning to Biomass Energy in Vietnam

At Jebson & Jessen Packaging Vietnam, the team undertook a long-term initiative to replace coal with biomass fuel as part of its commitment to reducing carbon emissions. The project aimed to transition from coal to renewable biomass energy, recognising its potential environmental benefits.

Following several years of trials and preparation, including efforts to secure a stable biomass fuel supply, the team supported the development of a local wood pellet supplier to ensure reliable production. A dedicated biomass boiler was subsequently installed and commissioned, enabling the facility to use wood pellets as its primary fuel source.

Since 2020, the site has been operating with biomass as a renewable energy source, supporting more sustainable manufacturing operations. In 2025, the facility consumed 11,384 tonnes of biomass fuel, replacing coal completely and thus, reducing greenhouse gas emissions.



This initiative reflects a commitment to investing in cleaner energy solutions while strengthening the environmental sustainability of operations.

10.1.4.3 Strengthening Workplace Safety Through Regional Audits

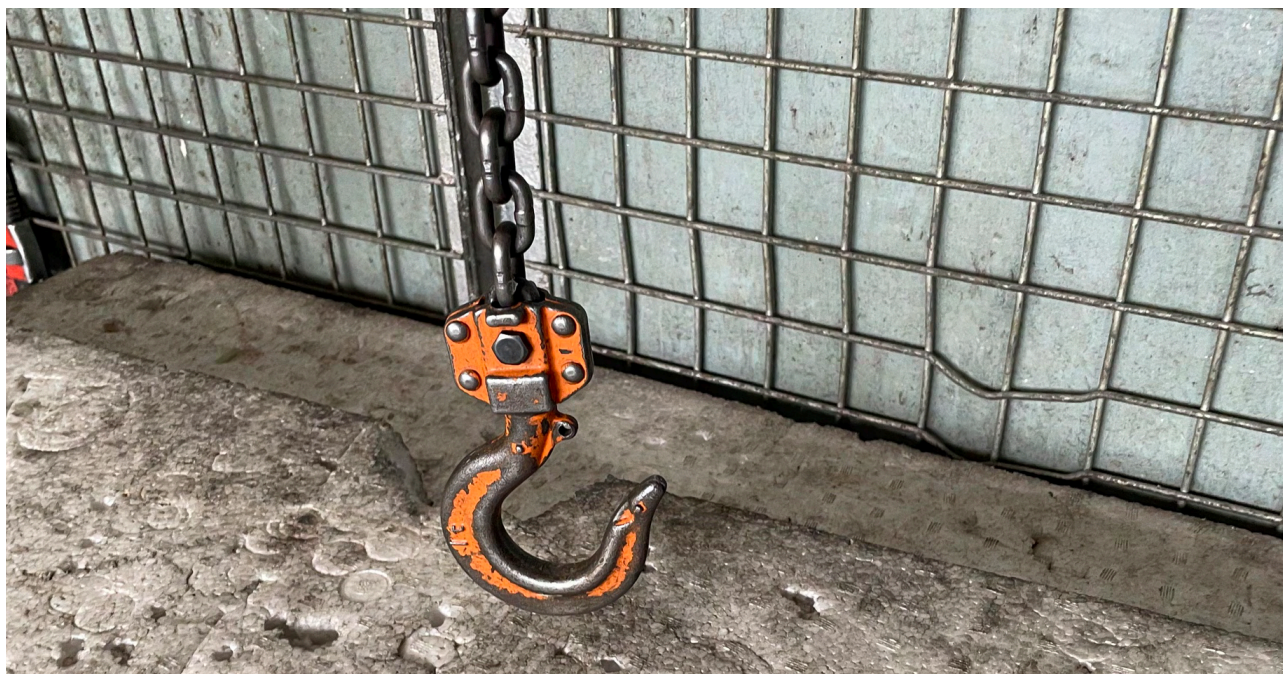
Creating a safe and healthy workplace is a key priority across the operations. To strengthen safety culture and proactively manage risks, regional safety audits are conducted twice a year as part of the governance, ethics and compliance framework.

During these audits, the regional safety team conducts on-site inspections to review workplace practices, identify potential hazards and ensure alignment with safety standards. The insights gained help sites continuously improve safety measures, strengthen awareness and maintain high workplace safety standards.

Regional safety audits conducted in 2025 provided valuable observations that supported further improvements in workplace safety. These observations enabled the team to implement corrective actions and strengthen preventive measures across the site.

**Total audit observations
in 2025:**

86



Through regular audits and proactive follow up actions, Jebsen & Jessen Packaging continues to enhance safety management practices and foster a culture of continuous improvement, ensuring a safer working environment for everyone.



10.2 Ingredients

10.2.1 CEO Message



Lim Siew Tin

CEO, Jebsen & Jessen Ingredients

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Sustainability is a core commitment at Jebsen & Jessen Ingredients, embedded in how we operate and grow. We are advancing clear ESG priorities - strengthening environmental stewardship, elevating governance standards and driving transparency and accountability across our value chain.

As a trusted partner to our principals, customers and stakeholders, we are taking decisive action to deliver measurable impact. Our ambition is clear: to lead responsibly and build a more resilient, sustainable future for the industries we serve.

Lim Siew Tin

CEO, Jebsen & Jessen Ingredients

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10.2.2 Core Business

Jebsen & Jessen Ingredients is a regional solutions provider and distributor of specialty chemicals and life science ingredients for industrial and manufacturing applications. Its portfolio spans seven market sectors: Coatings and Resins, Plastics and Rubber, Performance Chemicals, Feed, Food, Pharmaceuticals, and Personal Care.

A core part of the Jebsen & Jessen Group since 1963, the business has expanded from Singapore and Malaysia to operations across the ASEAN region. With over 300 technical sales and customer service professionals, it connects solutions and technologies from more than 100 global partners to around 4,000 customers across the markets.

Specifically, regional innovation laboratories in Bangkok support product development and application testing in food, personal care and coatings.



10.2.3 Sustainability Approach

Jebsen & Jessen Ingredients integrates sustainability in its operations through responsible chemical distribution, strong safety practices and transparent governance. Environment, Health & Safety management has long been a priority, with systems in place to ensure safe handling, storage, transport and management of chemicals.

As sustainability expectations across the value chain increase, the business has strengthened efforts by improving transparency and pursuing recognised sustainability assessments covering areas such as environmental performance, labour practices, ethics and sustainable procurement.

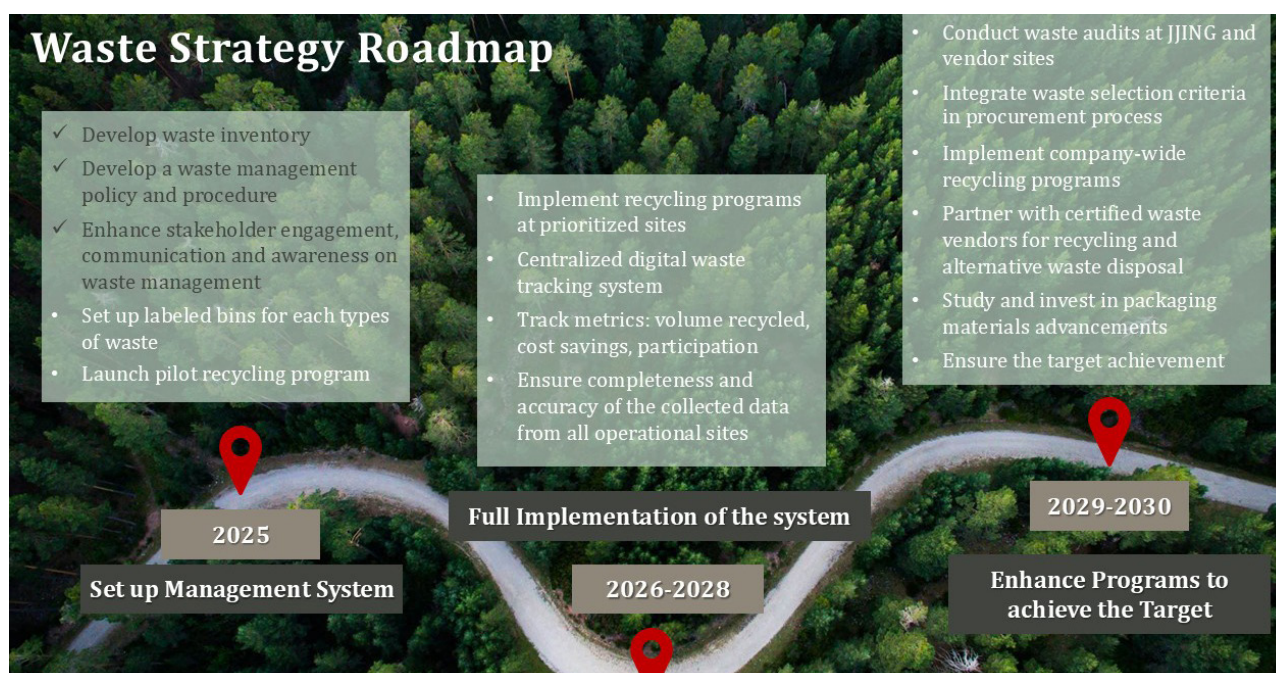
Although Jebsen & Jessen Ingredients is primarily a distribution business, it plays an important role in connecting global principals, customers and supply chain partners. Through this position, the business supports customers in exploring ingredient and material solutions that contribute to improved product performance, safer applications, waste reduction and more responsible sourcing. Jebsen & Jessen Ingredients also contributes to community initiatives across the region, including charitable partnerships and employee-led activities.

10.2.4 Highlighted Sustainability Initiatives

Strengthening Waste Management Practices

In 2025, Jebsen & Jessen Ingredients strengthened waste management practices across its operations. The initiative focused on establishing clear governance, improving waste data collection and raising employee awareness to support more responsible waste management across all sites.

A Waste Management Policy and Procedure was developed and rolled out across all Jebsen & Jessen Ingredients entities. The policy outlines commitments to regulatory compliance, waste reduction, proper segregation, employee training and systematic data collection. The resulting framework provides a consistent approach to managing waste across countries while supporting the business unit's broader sustainability strategy.



To improve transparency and monitoring, a waste inventory system was introduced to begin capturing waste data across sites. The system separates hazardous and non-hazardous waste streams, enabling better tracking of disposal practices and forming the foundation for future waste reporting and performance monitoring.

At the same time, communication and awareness initiatives were carried out to ensure employees understand the importance of responsible waste management. Training sessions, awareness materials and internal communications were implemented to encourage proper waste segregation and strengthen participation across all sites.

Through these efforts, Jebsen & Jessen Ingredients is building the foundation for a more structured and data driven approach to waste management, supporting future improvements in waste reduction, recycling and environmental performance.



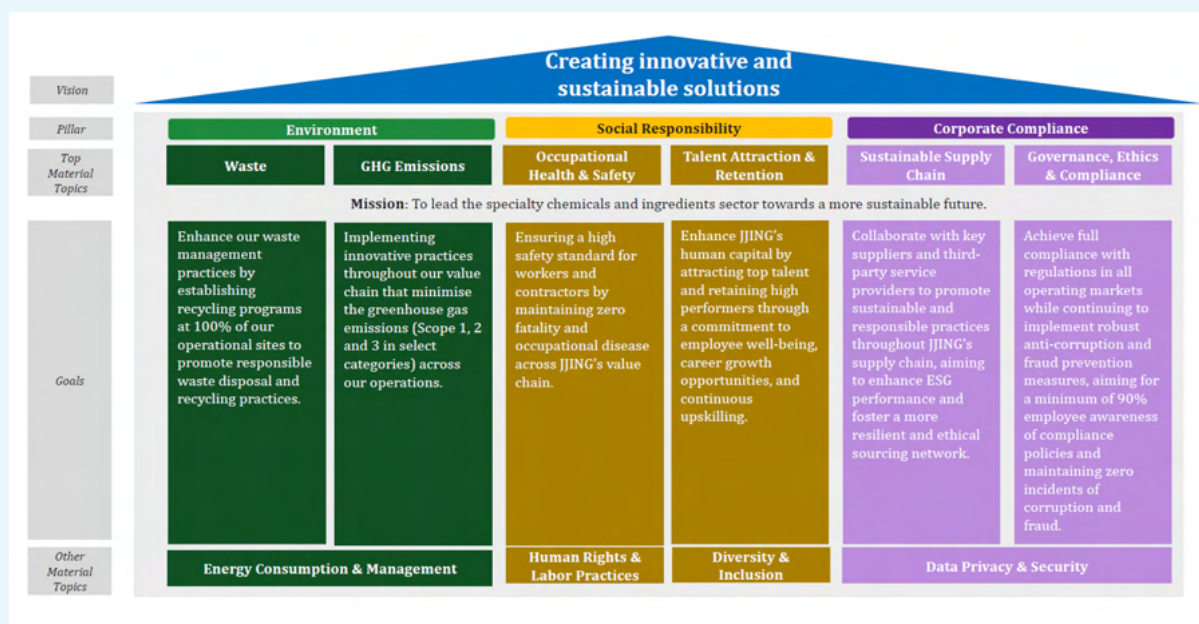
Shaping a More Responsible Supply Chain



In 2025, Jebsen & Jessen Ingredients enhanced its Supply Chain Management practices by strengthening its sustainable procurement framework. The initiative aimed to align procurement practices more closely with the Group's sustainability expectations and evolving ESG standards.

An updated Supplier Code of Conduct was introduced to clearly communicate expectations on environmental, social and governance (ESG) practices across the supply chain. The updated Code sets out principles covering responsible business conduct, environmental stewardship, labour practices, human rights, occupational health and safety as well as ethical standards for suppliers.

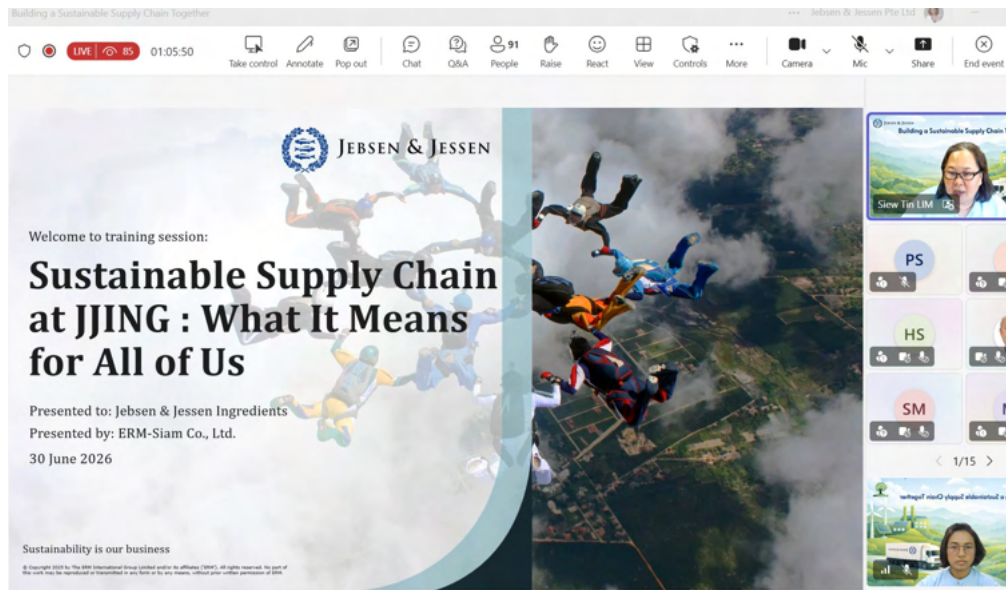
At the same time, Jebsen & Jessen Ingredients established a Sustainable Procurement Protocol aligned with the expectations of the Group's Sustainability Strategy. This framework incorporates ESG screening criteria and ESG assessments for suppliers, enabling the business to better evaluate sustainability risks and opportunities within its supplier base.



Following the establishment of this framework, Jebsen & Jessen Ingredients moved into the implementation phase in 2026. Internal engagement sessions were conducted in February 2026 to communicate the updated requirements and strengthen understanding of sustainable procurement practices across relevant teams



This was followed by a supplier webinar in June 2026, covering both commercial and non-commercial suppliers. The session introduced the updated Supplier Code of Conduct and sustainable procurement requirements, helping to raise supplier awareness, encourage collaboration and promote alignment with ESG expectations across the supply chain.



Looking ahead, Jebsen & Jessen Ingredients plans to further strengthen supplier engagement by introducing the updated sustainable procurement requirements to suppliers. This initiative aims to enhance awareness, encourage collaboration and promote alignment with ESG expectations across the supply chain.

Strengthening Emergency Readiness at JJIT Warehouse



In November 2025, Jebsen & Jessen Ingredients Thailand conducted an Emergency Response Practice at the JJIT Warehouse to strengthen safety culture and improve emergency preparedness. The programme included a chemical spill response drill, basic firefighting training and fire evacuation exercise, involving warehouse, supply chain, office staff and contractors. Through hands-on practice in first aid, PPE use, spill containment, hazardous waste handling, evacuation coordination and search-and-rescue procedures, the exercise helped improve team coordination, response confidence and readiness to protect people, products and property in emergency situations.



Recognising People and HR Excellence

Jebsen & Jessen Ingredients was recognised at the HR Excellence Awards Thailand 2025, winning 5 awards across six finalist categories, including Gold awards for Agile Talent Mobility, Women Empowerment Strategy and Inter-Generational Mentorship Programmes. This achievement reflects JJING's continued investment in people development, inclusive leadership and future-ready talent pipelines. Through initiatives such as cross-country mobility, mentorship, retention programmes and internal leadership development, JJING continues to strengthen employee engagement, support career growth and build a resilient organisation for the future.

Building Trust Through Strong Customer Partnerships

Jebsen & Jessen Ingredients Thailand was once again recognised with the Platinum Award at the ThaiBev Business Partner Award, achieving the top score among 20 companies in the highest distinction category. The award recognises performance across 5 key criteria: quality, delivery, commercial excellence, sustainability and project support. This achievement reflects the strength of JJING's long-term partnership with Thai Beverage PLC, built on trust, commitment and consistent performance. It also reinforces JJING's role as a trusted partner in the supply chain, supporting customers through reliable solutions, responsible business practices and shared value creation.



10.3 Technology

10.3.1 CEO Message



Per Magnusson

CEO, Jebsen & Jessen Technology

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Sustainability continues to be one of our defining strengths—an area where we create meaningful value not only for our customers, but also for our people and the communities we serve. Throughout 2025, we have made significant progress in advancing our environmental, social and operational commitments.

At our Simpang Renggam facility, the installation of solar panels marks a major step forward in expanding our renewable energy usage.

We have strengthened our social responsibility efforts through the introduction of Management Safety Walks and the deployment of the EHS Incident Reporting Tool across the organisation. These initiatives reinforce a culture where safety is non negotiable and consistently practised at every level.

Our dedication to quality, environment, health and safety remains unwavering. Beyond maintaining our ISO certifications, we have successfully certified additional entities within the business unit. Over the next 1–2 years, achieving full ISO certification for SafeTech in Australia will be a key strategic priority.

Looking ahead, we will continue identifying opportunities to innovate and contribute—whether through EV conversions for our service fleet, expanding renewable energy adoption or developing sustainable solutions that help our customers achieve their own ESG goals.

Per Magnusson

CEO, Jebsen & Jessen Technology

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10.3.2 Core Business

Jebsen & Jessen Technology provides equipment and turnkey solutions across Asia through specialised divisions including Cables International, Turf & Irrigation, Pumps, Material Handling and Industrial Services. By combining technical expertise, application knowledge and strong service capabilities, Jebsen & Jessen Technology delivers solutions from leading global partners across a wide range of industries.



10.3.3 Sustainability Approach

Given the diversity of the business unit's operations, sustainability is approached differently within each division, with initiatives tailored to their specific industries and customer needs.

Cables International division primarily supplies cables and related products for offshore oil and gas projects, while increasingly supporting offshore wind installations, data centres and utility infrastructure. To promote circular practices, customers are encouraged to return empty wooden cable drums for reuse or recycling.

Turf & Irrigation division provides integrated turf management solutions for golf courses, stadiums, parks and public spaces, including maintenance equipment, irrigation systems and supporting services that promote efficient water and resource management.

Pumps division contributes to sustainable industrial infrastructure by delivering energy-efficient water management systems. In Indonesia, the division supports the development of an electric vehicle battery plant by designing and installing a customised pump system to ensure efficient and reliable water distribution.



Material Handling division provides manufacturing, engineering, renting, trading, supplying and servicing of a wide range of industrial and material handling products, including dock levellers and door systems, mechanical car park systems, building maintenance units, boom lifts and aerial work platforms, warehouse trucks and lift systems.

Industrial Services division works closely with customers and technology partners to develop solutions that deliver measurable environmental benefits. This includes advanced industrial wastewater treatment systems that enable water recycling and reuse for production processes, cooling towers and facility operations. The division is also exploring innovative energy solutions, such as EV charging technology powered by bioethanol, aimed at generating low-carbon electricity independent of the power grid.

10.3.4 Highlighted Sustainability Initiatives

Jebsen & Jessen Technology remains firmly committed to maintaining high standards in Environment, Health & Safety across the operations and value chain. In 2025, supplier management processes have been strengthened with a periodic supplier assessment and evaluation framework. Suppliers are now also assessed on their EHS commitments and practices, reinforcing the importance of responsible and safe operations throughout our supply chain.

Internally, regular safety walks have been introduced involving senior and top management to further reinforce the safety culture. These engagements provide leadership with direct visibility of workplace conditions, encourage open dialogue with employees on safety matters and demonstrate management's commitment to a safe and healthy working environment for all.

EHS Incident Reporting Tool Deployment

In October 2025, Jebsen & Jessen Technology deployed an enhanced EHS reporting tool across the organisation, to promote safety and environmental awareness. This tool allows users to report EHS incidents through a centralised platform on environmentally unfriendly, unhealthy or unsafe situations, as well as to submit both positive and negative observations. Every report is tracked and closed properly, such that even the smallest issues receive the attention they deserve. The enhanced platform also enables learning and knowledge sharing across different organisations and countries. In addition, it serves as a strong indicator to the overall EHS maturity and safety awareness within the organisation.

As part of an ongoing commitment to environmental sustainability, Jebsen & Jessen Technology has taken concrete steps to reduce its operational carbon footprint. Solar panels have been installed on the roof of the Simpang Renggam production factory, enabling the facility to generate renewable energy on-site and reduce reliance on conventional electricity sources.

In addition, the service van fleet has begun a transition from internal combustion engine (ICE) vehicles to electric vehicles (EVs). This shift supports the reduction of greenhouse gas emissions associated with daily operations while contributing to cleaner and more sustainable mobility.

These initiatives form part of broader efforts to integrate environmentally responsible practices into operations and support the global transition towards a lower-carbon future.

10.4 Industrial Engineering - JJ-Lurgi

10.4.1 CEO Message



Martin Overgaard

CEO, JJ-Lurgi

JJ-Lurgi successfully advanced its sustainability commitments by achieving 100% Vendor Code of Conduct acknowledgment among all targeted vendors and officially securing our ISO 37001 Anti-Bribery certification. Moving forward, we are actively preparing for our upgrade audit to the 2025 standard scheduled for August 2026, while continuously expanding our R&D investments into energy-mitigating process technologies.

As a technology-driven engineering firm, we remain dedicated to designing low-carbon solutions, partnering closely with clients to deliver high-performance, resource-efficient processing plants that balance industrial growth with rigorous environmental stewardship.

Martin Overgaard

CEO, JJ-Lurgi

10.4.2 Core Business

JJ-Lurgi, a joint venture between the Jebsen & Jessen Group and Air Liquide Global Engineering & Construction Solutions, provides comprehensive engineering services for processing plants. A broad spectrum of technologies is covered, including edible oil extraction and refining, fats modification, oleochemicals and methyl ester (biodiesel) production.

From design and installation to maintenance and after-sales support, JJ-Lurgi serves customers across Asia and beyond with end-to-end solutions. By continuously adapting and localising German technologies from Air Liquide, JJ-Lurgi solutions help to meet the specific operational needs of each customer.

For more than 30 years, JJ-Lurgi has been a trusted partner to clients committed to the long-term sustainability of their processing plants, helping them achieve a balance between operational efficiency, environmental protection and human health.



10.4.3 Sustainability Approach

JJ-Lurgi's sustainability approach is guided by identified priority focus areas aligned with the Jebsen & Jessen Group. With its core business in engineering and process solutions, JJ-Lurgi focuses on reducing emissions across its operations and delivered technologies, optimising resource and material use in equipment design and aligning air-emissions management with sector expectations. The business unit also prioritises the development of safer, more efficient and more sustainable process technologies, reflecting stakeholder expectations for low-impact, high-performance engineering solutions. Strong emphasis on protecting worker safety and wellbeing supports operational excellence across project sites globally. By grounding its sustainability actions in these priority areas, JJ-Lurgi strengthens resilience while creating value through cleaner, more efficient and more sustainable engineering offerings.

JJ-Lurgi recognises the environmental concerns associated with industries such as palm oil. JJ-Lurgi acknowledges its indirect role within the value chain through working with oleochemicals companies and the responsibility that comes with it. As such, JJ-Lurgi supports partners in producing palm oil sustainably through efficient and responsible engineering solutions. Research and development remains central to this effort, and collaborations with universities and clients are actively pursued to drive innovation and improve sustainable processing technologies.

10.4.4 Highlighted Sustainability Initiatives

Enabling customers to improve environmental performance through process design and technological innovation

JJ-Lurgi continuously develops and improves process technologies that help customers reduce environmental impact while maintaining high levels of operational performance. Through process optimisation, heat integration and advanced engineering solutions, JJ-Lurgi supports customers in reducing resource consumption and improving overall plant efficiency.

Key areas of focus include:

- Lower steam consumption through heat recovery – Maximising energy efficiency through heat integration and recovery systems that reduce overall utility demand and associated greenhouse gas emissions.
- Improved oil recovery – Enhancing extraction and refining efficiencies to maximise product yield, minimise losses and optimise utilisation of natural resources.
- Reduced wastewater generation – Developing process solutions that minimise water consumption and wastewater generation while improving treatment efficiency and environmental performance.
- Technology innovation and intellectual property development – Investing in research and development to create more sustainable processing technologies, with 10 patents filed and registered supporting improvements in energy efficiency, resource utilisation and process performance.
- Pilot plant development and industrial research – Collaborating with customers, research institutions and universities to validate new technologies, accelerate innovation and support the commercialisation of more sustainable processing solutions.

Through these initiatives, JJ-Lurgi contributes to cleaner, more resource-efficient industrial operations across the industries served.



Process safety, operational integrity and occupational safety

Safety remains a fundamental priority throughout the lifecycle of JJ-Lurgi projects, from design and engineering through fabrication, construction, commissioning and plant operation. JJ-Lurgi is committed to protecting the health, safety and wellbeing of employees, contractors, customers and communities related to business activities and services rendered.

This approach includes:

- ISO 45001 Occupational Health and Safety Management System certification and continual improvement.
- Engineering integrity through rigorous design reviews, compliance with international codes and standards and robust quality assurance processes.
- Process hazard management through systematic hazard identification, risk assessment, design safeguards and implementation of inherently safer design principles.
- Continuous safety awareness, training and incident prevention initiatives aimed at fostering a strong safety culture across all operations and project sites.

By integrating process safety and occupational safety into engineering activities, JJ-Lurgi supports safe, reliable and sustainable operations for both employees and customers.



Responsible supply chain management

JJ-Lurgi recognises that sustainability extends beyond its own operations and into the supply chain. Hence JJ-Lurgi works closely with suppliers and contractors to promote responsible environmental, social, ethical and safety practices throughout the procurement process.

This approach includes:

- Implementation of a Vendor Code of Conduct that establishes expectations relating to ethics, environmental responsibility, labour practices, human rights and occupational health and safety.
- 100% acknowledgement of the Vendor Code of Conduct by all applicable active approved vendors classified above low-risk categories.
- Supplier screening and evaluation processes that incorporate environmental, health, safety, quality, ethical and compliance considerations.
- Ongoing engagement with suppliers to strengthen sustainability performance and promote continuous improvement throughout the supply chain.

10.5 GMA

10.5.1 CEO Message



Stephan Kirsch

CEO, GMA

At GMA, sustainability is increasingly part of how we make decisions and support operation efficiencies. As the business continues to grow, our priority is to ensure that our processes and systems evolve alongside it — improving how we measure performance, strengthening consistency across regions and ensuring standards are applied in practice.

During 2025, we progressed our sustainability roadmap, completed our first formal materiality assessment and continued to strengthen internal reporting across environmental, social and governance topics. These steps move us from intention to practice, ensuring our efforts are better directed, measured and connected to long-term business performance.

Across our operations, we remained focused on practical priorities — responsible environmental management, including air quality, rehabilitation, water stewardship and waste recovery; strengthening safety and employee wellbeing; and working with customers, suppliers and communities to advance sustainability outcomes across our value chain.

There is more to do. We continue to improve the quality and consistency of our data, the maturity of our systems and how performance is tracked across the organisation. The direction, however, is clear — we are building a business better equipped to manage complexity, respond to expectations and create long-term value responsibly.

I would like to thank our employees, customers, partners and communities for their contribution during 2025. Their commitment continues to shape a stronger GMA.

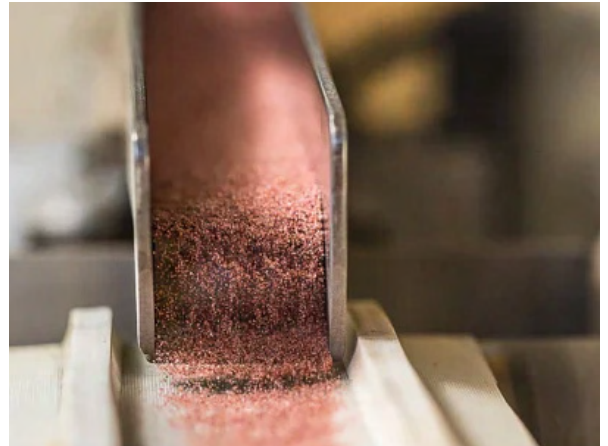
We enter the next phase of this work with a clear focus: to strengthen governance, improve performance and continue embedding sustainability into how we operate.

Stephan Kirsch

CEO, GMA

10.5.2 Core Business

GMA's core business is the mining, processing, distribution and recycling of industrial garnet, supplying high-quality abrasive materials for applications such as waterjet cutting and surface preparation. Through its integrated operations and focus on material recovery and reuse, GMA supports resource efficiency, reduces waste and contributes to more sustainable industrial processes across sectors including oil and gas, marine, infrastructure and manufacturing.



10.5.3 Sustainability Approach

GMA adopts a sustainability-driven approach by integrating responsible resource management, environmental stewardship and circular practices across its operations. From mine to customer, GMA focuses on minimising environmental impact through sustainable mining, land rehabilitation and improved operational efficiency.

GMA also promotes circularity by extending the lifespan of garnet through reprocessing and recycling, reducing waste and supporting resource efficiency.

The company is advancing its climate strategy through the use of renewable energy, with a commitment to supply 70% of the energy required for its West Australian mine and processing plant from a dedicated wind and solar farm. This initiative is expected to reduce carbon emissions by approximately 5,000 metric tons of carbon dioxide per year.

In addition, GMA prioritises health, safety and product responsibility by producing chemically inert abrasives with low environmental and occupational risk, while continuing to strengthen ESG governance and environmental performance across its operations.

10.5.4 Highlighted Sustainability Initiatives

GMA Sustainability Awards Programme

GMA has established the Sustainability Awards Programme to recognise and promote environmental leadership across its global customer and partner network. The programme highlights organisations that demonstrate responsible practices such as garnet return, recycling and efficient material use, contributing to waste reduction and extended material lifecycles.

Through this initiative, GMA encourages the adoption of circular practices in abrasive blasting and waterjet cutting, including the recovery and reuse of used garnet and optimisation of abrasive consumption. Participating customers have demonstrated measurable improvements, such as higher recovery rates of used garnet and reduced waste sent to landfill, supporting more resource-efficient operations.

In 2025, GMA announced the winners of its inaugural Global Sustainability Awards, recognising organisations leading in garnet recovery and sustainable surface preparation practices. Award recipients included:

- Sustainability Champion Award: KAEFER
- Top Global Returns Award: National Industrial Gas Plants
- GMA Partner Excellence Award – Abrasive Blasting: National Industrial Gas Plants
- GMA Partner Excellence Award – Waterjet Cutting: Butler Bros
- Industry Leader Award – Contractor or Manufacturer: Nasser Saeed Al-Hajri & Partners Cont. Co
- Industry Leader Award – Asset Owner: A leading Energy and Chemicals company in Saudi Arabia
- Industry Leader Award – Waterjet Cutting End User: Howmet Corporation
- Best New Entrant Participant Award – Abrasive Blasting: Lamprell Energy Limited
- Best New Entrant Participant Award: A leading Infrastructure Company in the US

Further details on the Sustainability Awards Winners 2025 are available at:

<https://gmagarnet.com/en/sustainability/sustainability-awards-program>





10.6 MSM

10.6.1 CEO Message



Mark Gabel
CEO, MSM

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In 2025, MSM made tangible progress on our sustainability commitments by significantly strengthening our waste management practices delivering over 82.5 tonnes of general waste, 22.4 tonnes of waste oil, and substantial volumes of chemical and industrial waste to certified recycling companies, preventing soil contamination and advancing our alignment with the Sustainable Development Goals.

We have also maintained a long-standing commitment to environmental restoration, supporting tree planting initiatives in the desertification-affected Gobi region since 2021. To date, at least 436 trees have been planted and maintained, collectively processing 586 tonnes of carbon dioxide and generating 1,247 tonnes of biomass in 2025, contributing to soil restoration and the greening of Mongolia’s most vulnerable landscapes.

Looking ahead, we are committed to deepening these efforts and expanding our environmental initiatives, reinforcing responsible operational practices and ensuring that sustainability remains central to how we grow and create long-term value in Mongolia.

Mark Gabel
CEO, MSM

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10.6.2 Core Business

MSM operates as a diversified business in Mongolia, with core operations spanning three primary business segments – automotive, industrial and beverage, through which it supplies and services a wide range of premium consumer and industrial products. It is a long-standing general distributor for leading global brands, including serving as the official distributor of Mercedes-Benz cars and vans in the country. Its operations span distribution, commercial partnerships and market development, leveraging deep local expertise to support international principals across both industrial and consumer-facing sectors. Following its acquisition by the Jebsen & Jessen Group in 2024, MSM has continued to expand its strategic reach, reflecting confidence in Mongolia's long-term growth potential and reinforcing the Group's presence in the region's industrial and consumer markets.



10.6.3 Sustainability Approach

MSM's sustainability approach is anchored in responsible business conduct, strong governance and alignment with the expectations of its global partners. The business upholds stringent corporate governance requirements and maintains a long-standing commitment to business ethics, including adhering to Mongolia's regulatory standards. MSM also prioritises data privacy and cyber security, supported by digital compliance measures and ISO-aligned practices that strengthen operational resilience.

Beyond compliance, MSM's sustainability journey is guided by the broader Jebsen & Jessen Group sustainability strategy, which focuses on accelerating low-carbon transition, fostering strong stakeholder partnerships and embedding responsible practices across its operations and value chain. This integrated approach enables MSM to contribute to long-term value creation while supporting sustainable development in Mongolia.



10.6.4 Highlighted Sustainability Initiatives

Enhancing safety through dedicated lithium battery storage



To address emerging risks associated with lithium battery handling, MSM procured a dedicated storage facility for lithium batteries as part of its risk mitigation efforts in 2025. This initiative strengthens the safe storage and management of potentially hazardous materials, reducing the risk of fire incidents and ensuring compliance with safety requirements.

By proactively investing in specialised infrastructure, MSM enhances operational safety and safeguards employees and assets, while aligning with best practices in hazardous material management.

Strengthening preparedness through emergency and disaster response drills

MSM conducted emergency and disaster response drills in collaboration with the emergency management authority, complementing its broader occupational health and safety training programmes. These drills simulate high-risk scenarios and help employees respond effectively to potential incidents.

Through regular hands-on exercises, MSM reinforces a culture of safety and preparedness so that employees are equipped with the knowledge and skills to act swiftly and safely during emergencies.

EHS compliance through legal review and corrective actions

MSM carried out a legal compliance evaluation related to Environment, Health & Safety (EHS) in 2025. The review assessed adherence to applicable regulations and identified areas for improvement.

Following the evaluation, MSM implemented the necessary corrective actions to address identified gaps, reinforcing its commitment to regulatory compliance and continuous improvement in EHS performance.



10.7 Holdings

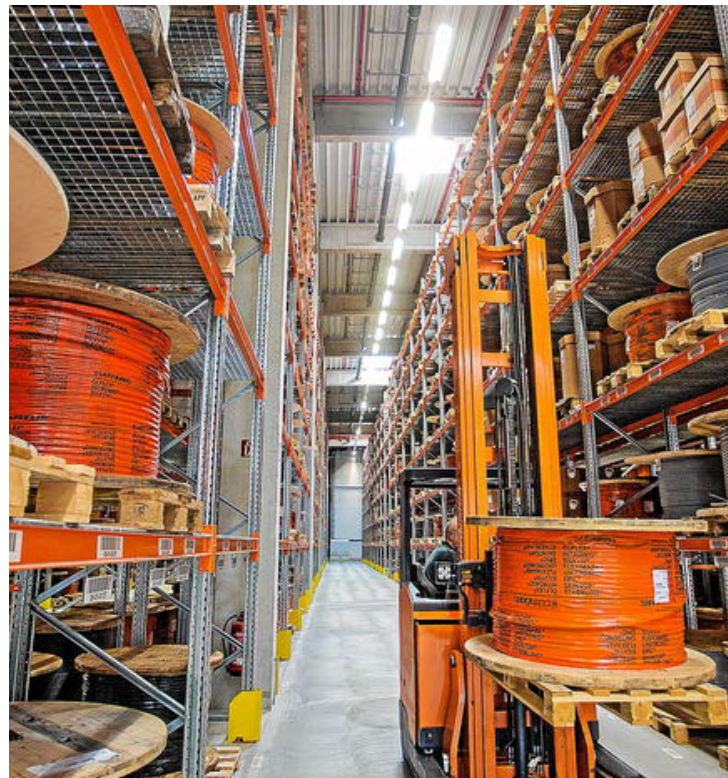
Jebsen & Jessen Group serves as the holding company for the organisation and is referred to as “Holdings” throughout this report. Acting as the backbone of the Group, Holdings provides the strategic foundation that supports the various business units.

Beyond its governance role, Holdings delivers a wide range of corporate functions and services to the business units, including human resources, corporate communications, finance, IT, legal support and the management of special initiatives such as this Group-wide sustainability report.



10.8 Cable Technology - JJ-LAPP

On December 31, 2025 Jebsen & Jessen Group divested its stake in the 50-50 joint-venture JJ-Lapp to its partner and leading global cable provider Lapp Group. Therefore this report will no longer elaborate on JJ-Lapp's sustainability activities and upcoming plans.



Chapter 11: Looking Ahead





This report reflects the sustainability journey of Jebsen & Jessen Group, defined by pioneering growth, continuous learning and meaningful collaboration. Our progress is anchored in our Sustainability Strategy Framework, which translates our vision into action across three core pillars: Environment, Social Responsibility and Corporate Governance.

Across these pillars, we have made measurable progress on our priority material topics. Under Environment, our efforts have focused on advancing climate action and improving energy management. Within Social Responsibility, we have prioritised occupational health and safety, strengthened customer and stakeholder relationships and invested in talent attraction and retention. Under Corporate Governance, we have reinforced governance, ethics and compliance, while maintaining a strong focus on product safety.

As we look ahead, our Sustainability Strategy Framework will continue to guide how we operationalise these commitments, strengthening our understanding of impacts, risks and opportunities across the Group. This enables more informed decision making and ensures that actions across all pillars contribute to a more resilient business, a healthier planet and stronger communities while supporting long term business resilience and sustainable growth.

While collecting quantitative data remains a key priority, we are committed to doing it the right way by continuously strengthening how we gather and process information. Our approach is evolving, supported by the introduction of an ESG data platform to systematically capture and manage data across business units. This supports our efforts to enhance the quality, consistency and comparability of our disclosures, in alignment with the requirements of the International Sustainability Standards Board, which are becoming increasingly relevant as sustainability reporting moves towards mandatory compliance, and prepares us for evolving regulatory requirements, including the anticipated transition to mandatory sustainability reporting in our headquarters country in the coming years. At the same time, the stories and case examples throughout this report provide important context and depth to our efforts.

In addition to presenting the Group's overall progress, we continue to assess the performance of each business unit through our ESG data platform. This enables a transparent and consolidated view of performance across the Group, providing clearer visibility into each BU's current status, including data availability and additional indicators identified in this reporting cycle. We have highlighted the concrete measures taken across the Group throughout the report and identified the key priorities for improving our outcomes in the years to come.

List of Significant Priorities

Short-term Priorities (1-2 years)

1. Establish climate foundations by identifying additional Scope 3 emissions, developing the decarbonisation roadmap, conducting climate risk assessments and initiating renewable energy procurement reviews.
2. Strengthen stakeholder and supplier management through the development and pilot implementation of Group-wide customer, stakeholder and supplier engagement frameworks.
3. Enhance safety fundamentals by improving OHS training completion, reviewing OHS risk assessments and reinforcing leadership-driven safety practices.
4. Build early-stage talent pipelines through expansion of the Cross-border Mobility Programme and strengthen campus hiring initiatives.
5. Reinforce governance and compliance with regulatory reviews across all markets, regular ethics and anti-corruption training, strengthened whistleblowing processes and internal audits.
6. Improve product safety oversight by reviewing current regulations and collecting baseline data on non-compliance and product/service safety issues.

Medium-term Priorities (3-5 years)

1. Advance climate disclosure and assurance by preparing IFRS S2-aligned disclosures, securing third-party GHG assurance and continuing renewable energy implementation.
2. Scale stakeholder and supplier frameworks to all business units, supported by structured stakeholder engagement and targeted supplier partnerships.
3. Accelerate talent development and diversity, including Group-wide Graduate/Trainee and Women Leadership programmes.
4. Deepen governance maturity through tracking non-compliance and grievances, refreshing Corporate Governance training and strengthening risk assessments.
5. Implement product safety systems including incident-tracking, annual product safety reviews and capability-building for product and service teams.



Long-term Priorities (More than 5 years)

1. Pursue advanced decarbonisation pathways, including expanded renewable energy options, value-chain decarbonisation engagement and regular updates to climate targets and Climate Change Risk Assessment (CCRA).
2. Enhance stakeholder collaboration, updating frameworks to reflect emerging practices and participating in industry and multi-stakeholder platforms.
3. Embed safety as a cultural cornerstone supported by digital and predictive tools to proactively identify risks.
4. Position the Group as a talent and industry leader through sector participation, mentorship and community outreach, especially programmes that cultivate female leadership.
5. Sustain governance excellence by maintaining transparent compliance reporting and regularly updating Corporate Governance training.
6. Institutionalise product and service safety through integrated quality and safety checks across all processes, annual reviews and a standardised Group-wide reporting framework.

With this, we have laid a solid foundation on which to build more comprehensive sustainability reports in the years to come, with increasing alignment to recognised standards such as ISSB and GRI. Moving forward, we remain steadfast in our dedication to advancing sustainability. Our commitment involves a continuous pursuit of enhanced efficiency across our diverse business units, minimising our environmental impact and delivering industry-leading responsible solutions to our valued customers. We recognise that the business landscape, sectoral trends and environmental conditions will continue to evolve alongside our ongoing growth. Accordingly, the Group will regularly review and update our Sustainability Framework to ensure it remains relevant, responsive and aligned with our strategic direction.

Chapter 12: GRI Index

Jebsen & Jessen Pte Ltd has applied the Reporting Principles from the GRI Standards to ensure proper representation of the reported information. This GRI Content Index discloses where each of the GRI disclosures are located within this Report.

Please refer to a full list of the GRI Standards at <https://www.globalreporting.org/standards/download-the-standards/>.

Statement of use: Jebsen & Jessen Pte Ltd has reported with reference to the GRI Standards for the period 1 January 2025 to 31 December 2025.

GRI 1 used: GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Chapter 4: About the Group, pg. 12-15
	2-2 Entities included in the organisation's sustainability reporting	Chapter 3: About this Report, pg. 10
	2-3 Reporting period, frequency and contact point	Chapter 3: About this Report, pg. 10-11
	2-6 Activities, value chain and other business relationships	Chapter 3: About this Report, pg. 10 Chapter 4: About the Group, pg. 12-15
	2-7 Employees	Chapter 8: Social, People Enablement & Development, pg. 39-40
	2-8 Workers who are not employees	Chapter 8: Social, People Enablement & Development, pg. 40
	2-9 Governance structure and composition	Chapter 6: Sustainability Governance, pg. 24-25
	2-12 Role of the highest governance body in overseeing the management of impacts	Chapter 6: Sustainability Governance, pg. 25
	2-13 Delegation of responsibility for managing impacts	Chapter 6: Sustainability Governance, pg. 25
	2-14 Role of the highest governance body in sustainability reporting	Chapter 5: Sustainability Strategy, pg. 16 Chapter 6: Sustainability Governance, pg. 25

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Chapter 9: Governance, pg. 60-61
	2-17 Collective knowledge of the highest governance body	Chapter 6: Sustainability Governance, pg. 24
	2-3 Reporting period, frequency and contact point	Chapter 3: About this Report, pg. 10-11
	2-18 Evaluation of the performance of the highest governance body	Chapter 9: Governance, pg. 58-59
	2-22 Statement on sustainable development strategy	Chapter 1: Chairman's Message, pg. 4-5
	2-23 Policy commitments	Chapter 8: Social, pg. 39 Chapter 9: Governance, pg. 60-61
	2-24 Embedding policy commitments	Chapter 6: Sustainability Governance, pg. 24-25 Chapter 9: Governance, pg. 60-62
	2-25 Processes to remediate negative impacts	Chapter 9: Governance, pg. 60-61
	2-26 Mechanisms for seeking advice and raising concerns	Chapter 9: Governance, pg. 60-61
	2-27 Compliance with laws and regulations	Chapter 9: Governance, pg. 61
	2-29 Approach to stakeholder engagement	Chapter 5: Sustainability Strategy, pg. 23
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Chapter 5: Sustainability Strategy, pg. 16
	3-2 List of material topics	Chapter 5: Sustainability Strategy, pg. 17
GRI 3: Material Topics 2021	3-3 Management of material topics	Chapter 7: Environment, Management Approach, pg. 27 Chapter 8: Social, Management Approach, pg. 37 Chapter 9: Governance, Management Approach, pg. 56

GRI Standard	Disclosure	Location
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Chapter 7: Environment, Climate Action, pg. 29
	305-2 Energy indirect (Scope 2) GHG emissions	Chapter 7: Environment, Climate Action, pg. 29
	305-3 Other indirect (Scope 3) GHG emissions	Chapter 7: Environment, Climate Action, pg. 29
	305-5 Reduction of GHG emissions	Chapter 7: Environment, Climate Action, pg. 29
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Chapter 7: Environment, Climate Action, pg. 33
	302-3 Energy intensity	Chapter 7: Environment, Climate Action, pg. 32
	302-4 Reduction of energy consumption	Chapter 7: Environment, Climate Action, pg. 32
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Chapter 7: Environment, Resource Stewardship, pg. 33-34
	306-2 Management of significant waste-related impacts	Chapter 7: Environment, Resource Stewardship, pg. 33-34
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Chapter 8: Social, People Enablement & Development, pg. 41
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Chapter 8: Social, People Enablement & Development, Employee Wages and Benefits, pg. 41, 43
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Chapter 8: Social, People Enablement & Development, Diversity, Equality and Inclusion, pg. 40, 43 Chapter 9: Governance, Corporate Governance, pg. 58-59
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Chapter 8: Social, People Enablement & Development, Average Hours of Training per Year per Employee and Expenditures, pg. 44

GRI Standard	Disclosure	Location
GRI 404: Training and Education 2016	404-2 Programme for upgrading employee skills and transition assistance programmes	Chapter 8: Social, People Enablement & Development, Average Hours of Training per Year per Employee and Expenditures, pg. 44
	404-3 Percentage of employees receiving regular performance and career development reviews	Chapter 8: Social, People Enablement & Development, Average Hours of Training per Year per Employee and Expenditures, pg. 44
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Chapter 8: Social, People Enablement & Development, Safety Accountability, pg. 45
	403-2 Hazard identification, risk assessment, and incident investigation	Chapter 8: Social, People Enablement & Development, Safety Accountability & Contractor Safety Assessment, pg. 45
	403-4 Worker participation, consultation, and communication on occupational health and safety	Chapter 8: Social, People Enablement & Development, Safety Accountability & Contractor Safety Assessment, pg. 45
	403-5 Worker training on occupational health and safety	Chapter 8: Social, People Enablement & Development, OHS training, pg. 46
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Chapter 8: Social, People Enablement & Development, Contractor Safety Assessment, pg. 45
	403-9 Work-related injuries	Chapter 8: Social, People Enablement & Development, OHS incident, pg. 47
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Chapter 9: Governance, Anti-corruption Practices pg. 60
	205-3 Confirmed incidents of corruption and actions taken	Chapter 9: Governance, Anti-corruption Practices pg. 60
GRI 207: Tax 2019	207-1 Approach to tax	Chapter 9: Governance, Taxes and Other Payments to the Government, pg. 63
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Chapter 9: Governance, Information Security, pg. 61
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Chapter 9: Governance, Product Marketing and Labelling, pg. 66



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